City of Boulder

Community Dialogue
Meetings-in-a-Box

Summary Report

January, 2008

KEZZIAHWATKINS

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CONCLUSIONS AND OBSERVATIONS

The following points relate both to findings of the initial Community Dialogue conversations held through Meetings-in-a-Box and to the process itself. They are conclusions drawn and observations noted by KezziahWatkins alone.

The Findings

People who participated in the Meetings-in-a-Box value Boulder's natural setting and environment, and want no action taken to the detriment of those assets. However, results indicate that these participants are ready to shift emphasis to the community's social and political interactions so that a significant number of people of moderate means are not closed out of Boulder life.

When people talked about issues that are categorized as Boulder's "social / political climate," they referred to attitudes and interactions that they see as both positive and negative:
- The community's tradition of an activist citizenry – a benefit to those who participate and a detriment to those who feel excluded from community decisions;
- The increasing attitudes of entitlement and elitism that they perceive on the part of some Boulder residents, resulting in an atmosphere of exclusion and a less than welcoming social environment for people of color; and
- The increasing disparity between residents of wealth and those of modest means, with the latter group being slowly displaced.

Directly related to these social and political concerns is the issue of economic sustainability, encompassing the importance of local jobs available for Boulder residents of all skill levels as well as a strong emphasis on businesses that are locally focused and locally controlled.

Also related is the widely-expressed concern regarding the lack of ethnic, cultural and socio-economic diversity that increasingly exists in Boulder.

Specifically, findings indicate that:
- Three issues emerged as being of unfailing importance to people participating in these groups:

  - Boulder's natural setting, outdoor lifestyle and the protection of the environment remain enduring values.

  - The social / political climate of Boulder is clearly valued by its citizens. Some appreciate the activism, the community's creative spirit and its intellectual atmosphere. Others worry

that many Boulder residents are excluded from this aspect of life in a community that they perceive to be increasingly unaccepting and elitist.

- Boulder's transportation system that enables people to bike, walk and use public transportation easily, providing access to work and to amenities, is an indispensable part of community life. There are also some requests for improvement, simply underscoring the importance of this system to Boulder residents. Traffic management is a related concern for many.

■ Issues of safety – for themselves and for their children – are far more important to Spanish language / immigrant interest participants than to community group or University student participants.

■ The issue of a diverse population is of enormous importance to people who participated in this first phase of Boulder's Community Dialogue. There is no doubt that diversity of its population is a value strongly held by Boulder residents. Many participants expressed the belief that there are many influences bearing on what they believe to be the lack of diversity in Boulder:
   - the high and escalating cost of living, particularly the cost of housing;
   - the lack of jobs available;
   - an unwelcoming environment and lack of acceptance of people of color;
   - an increasingly exclusive and elitist social atmosphere, creating an economically and socially divided community.

■ In sum, people who participated in this initial part of the Community Dialogue initiative value what is: an outdoor, active lifestyle in a spectacular natural environment that they want to preserve and protect.

At the same time, they worry for what they believe Boulder is becoming: an elitist community intolerant of those who are different and with no room for people of modest or middle class means.

The Process

■ It's important to bear in mind that the sample of Boulder's population participating in the Meetings-in-a-Box cannot be considered a representative random sample. Publicity and recruiting for meeting hosts was done primarily – though not exclusively – through agencies and organizations to reach targeted populations and because of stringent time constraints. Few residents served as individual hosts, meaning that most of the participants represented specific constituencies rather than the broader Boulder community at-large.

- There was an anomaly in the attrition of participation compared with other communities where Meetings-in-a-Box have been held. Elsewhere, attrition usually occurs between the number of people who agree to attend a specific meeting and those who actually attend. The rate is usually 10% to 12%. In Boulder, however, the attrition occurred between the number of individuals and groups agreeing to host a meeting (39) and the number who actually did so (27), a rate of 30%.

   The causes for this attrition likely include:
   - Many Meetings-in-a-Box were hosted as part of other regularly-scheduled agency meetings with their own agendas, which necessarily took priority;

   - To meet the city's timetable, the calendar schedule compressed the time during which meetings could be held into a time frame that turned out to be too short for some agencies and individuals to be able to schedule and hold a session.

- Participants in Boulder Community Dialogue's Meetings-in-a-Box evaluated those sessions as follows:
   - Many attended as part of a regularly scheduled meeting of a group with which they are affiliated, because of a specifically-issued invitation or because of an interest in the issues;

   - People found greatest value in the group discussion itself, followed by the fact that they were heard and had an opportunity to hear from others;

   - Suggestions for improvement included ideas about the meeting structure and logistics, but the largest number of responses said no improvement is needed and that theirs was a good meeting; and

   - A request for "Other comments?" brought praise from a large group of participants, both urging the city to listen to the results and thanking the city of Boulder for the dialogue.

Although there were certainly comments with constructive criticism, overall, people felt these sessions were fully worth their time.

ACKNOWLEDGEMENTS

KezziahWatkins gratefully acknowledges the residents of Boulder who contributed time, attention, and thoughtful discussion to the Community Dialogue Meetings-in-a-Box. In addition, we thank the following individuals and organizations who hosted meetings in their homes, workplaces and businesses:

- Boulder Chamber of Commerce, Small Business Development Center - Sharon King, Director
- Center for People with Disabilities - David Bolin, Executive Director
- Rocky Mountain Peace and Justice Center -Betty Ball - Executive Director
- Boulder Community Foundation - Morgan Rogers, Director of the Boulder County Civic Forum
- New Horizons Pre-school - Rebekah Hartman, teacher
- Virginia Patterson
- Watershed School - Mike Giamarello, instructor
- Dialogues for Immigrant Integration - Leslie Irwin, Coordinator
- Boulder Arts Alliance - Ann Watson, Executive Director
- Safehouse Progressive Alliance for Nonviolence (SPAN) - Anne Tapp, Executive Director
- City of Boulder Immigrant Advisory Committee
- YWCA - Janet Beardsley, Executive Director; Jennifer Hernandez, Executive Assistant
- Dairy Center for the Arts - Judy Hussie-Taylor, Executive Director
- Arron Mansila, Boulder's Best Organics
- Boulder Housing Partners - Joyce Dickenson & Kevin Sweetwine
- City of Boulder Youth Opportunities Advisory Board (YOAB) - Alice Swett and Caroline Clark
- Boulder Community United (BCU) - Janet Heimer
- Strategies to End Oppression - Janet Heimer
- Sorbe Living - Becca Lewis
- City Manager's Advisory Committee of (CU) Students (CMACS) – Caroline Clark
- Stacy Householder
- Jacob Vigil

While all the city of Boulder staff members we worked with on his project were very helpful and supportive, we want to particularly thank Jean Gatza, Community Sustainability Coordinator, for meeting host recruitment and project coordination. We also appreciate the assistance with process promotion by Karen Rahn, Housing and Human Services Co-Director, and the communication support provided by Mary Huron Hunter, Communications Manager.

INTRODUCTION

Project Background

In 2004, the city of Boulder identified community sustainability as a policy goal. In the two years following the establishment of that goal, the city further identified three aspects of a community as those upon which the success of sustainability rests: economic sustainability, environmental sustainability, and social sustainability. The city's policies already emphasized environmental sustainability, and the 2003-initiated Economic Vitality Program was moving the community forward with a comprehensive approach to economic sustainability. The city determined that a focus on social sustainability was needed to complete the triangle of sustainability, and developed the Social Sustainability Strategic Plan.

Among the important sustainability goals and initiatives defined in the Social Sustainability Strategic Plan is the Community Dialogue initiative. The intent of the initiative is to reach all of Boulder's residents, ensuring that Boulder engages people usually under-represented in traditional civic decision-making.

The Community Dialogue process was developed to include two major components in its initial phase. First, a community survey was mailed in September, 2007, to 3,500 Boulder households. A report of that survey and its findings is available separately from National Research Center (NRC), the firm leading the survey. Second, the firm of KezziahWatkins was hired to work with the city organization to design an outreach process to reach identified under-represented populations, but not to the exclusion of those who have traditionally been a part of community deliberation.

The two Community Dialogue components were designed to work in tandem. The community survey is a statistically valid random sample of Boulder's residents, and was comprised entirely of forced choice responses, that is, responses that were made from a pre-determined list of choices. Outreach to Boulder's under-represented residents, on the other hand, was designed to elicit the opinions and beliefs of participants following discussion. Discussion questions were entirely open-ended, that is, general in nature and without any predetermined direction. In addition, participants in the outreach discussions cannot be considered to be a representative random sample of Boulder's residents, although it's safe to assume that their responses are a reliable representation of the thinking of larger groups of residents. The outreach discussions added richness and depth of information to some of the findings of the survey.

Selection of Topics

In June, 2007, city staff asked all department directors as well as the city's boards and commissions to forward lists of key policy issues facing each of their interests in the years ahead. Members of City Council were then offered an opportunity to add to that list. Once a comprehensive list had been developed, it was clear that not all 44 suggested issues could possibly be explored in depth in this first phase of the Community Dialogue. Asking City Council to prioritize this list of issues, KezziahWatkins, NRC, and city staff worked closely to distill the list into three categories. The first of these categories comprised questions for which the survey's measurable forced-choice response would be most appropriate. The second category contained more experience-based, broad, open-ended questions dealing with perceptions of life in Boulder, issues more appropriate for the outreach process. The third category was made up of issues that were predominantly administrative in nature and could be handled internally by the city.

The final list of issues to be explored with city residents through the Community Dialogue process was reviewed with city staff, Council's Community Sustainability Committee, and the full City Council.

The Methodology

Reaching community residents unaccustomed to public participation meant that city government itself must stretch beyond the traditional methods of public meetings, open houses and workshops. Residents already comfortable with civic engagement were encouraged to participate as well, but the emphasis on participation was placed on residents such as the elderly, young families, youth, people with disabilities, Spanish language residents, those interested in issues related to immigration, and those of lower incomes. People who traditionally do not participate in public discussions about community issues could be facing barriers to their involvement. It was important to understand whether those barriers exist, as well as to solicit residents' beliefs about Boulder and its future.

Because barriers to participation could include factors such as transportation and child care needs as well as fear of involvement in a potentially intimidating setting, the decision was made to engage Boulder residents in ways most comfortable and convenient for them. Familiar, small group settings were considered ideal.

A decade ago, residents of many communities could be counted on to participate if they read a notice in the newspaper or received a mailed notice of the issues at hand, the process, and an invitation to contribute. That reliance has slowly eroded over the years as residents' lives have become increasingly busy and complex, as we have relied on technical expertise to drive community decisions, and as the demographics of communities have changed. One of the most

effective ways to engage people in community discussion has become an invitation from a known and trusted individual or agency.

While participants in small hosted meetings cannot be said to be a representative random sample of Boulder's population, the responses they provide are valid and can be considered a reliable representation of attitudes and beliefs held by a larger segment of the Boulder population.

Meetings-in-a-Box

With the needs of both residents and the city of Boulder in mind, KezziahWatkins recommended a technique the firm has used successfully across the country called "Meetings-in-a-Box" to find out what Boulder's residents had to say about a number of broad topics.

These meetings are self-directed, turnkey events that are literally contained in a box. There is a set of host instructions, an agenda and discussion guide and response forms to be completed and returned following the meeting. Gatherings are typically informal and are held in living rooms, back yards, familiar community settings, and business conference rooms, with 10 to 20 neighbors, friends and colleagues participating.

Because Meetings-in-a-Box are self-directed, they are not an effective way to probe responses to issues that are complex and require in-depth information as background. There is too great a risk that misunderstandings and inconsistencies among groups in interpreting the information could skew results beyond reliability. Meetings-in-a-Box are most effective when used to probe beliefs and attitudes based on the life experiences of residents.

The first step in setting up these Meetings-in-a-Box was to identify people and organizations in the community who could easily reach both the targeted populations and others who would have an interest in participating. A list of initial contacts was compiled and those individuals and agencies were contacted by city staff with an invitation to attend either of two orientation meetings at which the process and expectations would be explained, and help sought in hosting the small group meetings. In addition to those two initial background briefings, city staff contacted 80 additional groups and individuals with requests to serve as meeting hosts.

City staff also prepared and disseminated a news release about the Meetings, and an op-ed guest column encouraging participation was written by City Councilors Robin Bohannan and Richard Polk to make sure that no one who wanted to participate would be denied the opportunity to do so. Information about the Meetings-in-a-Box was posted on the city's website, in the *Daily Camera*'s "News for City Hall", on public bulletin boards in grocery stores, recreation centers, at the YMCA and Chamber of Commerce as well as Municipal Court. Information was also distributed to community agencies and organizations for promotion through their newsletters and listserves.

Of the 80 individuals and organizations contacted, 39 committed to hosting one or more Meetings-in-a-Box. However, 27 meetings were actually held.

The project schedule called for the Meetings to begin on September 5th and to be completed by October 29th. Because of the difficulty in asking people to schedule, conduct, and complete meetings with so short a time frame, the ending date was extended by a week to November 5th.

The actual dates for meetings held were from October 2nd through November 12th. In that span of time, 27 meetings were held, with five comprising Spanish language and immigrant interests, four made up of the University of Colorado students, and 18 considered general community group participants. In addition, one public open meeting with eight participants was held on October 18th for people who might have preferred not to host their own meetings but who still wanted to participate. A total of 268 people attended the 27 Meetings-in-a-Box, with the smallest meeting comprising three residents, and the largest having 20 participants.

Of the total 268 participants, 167 were considered members of "general community" groups, 30 were Spanish language residents and people concerned with immigrant issues, and 71 were students from the University of Colorado (see complete list of groups on page 4). The chart below indicates residence and work locations for the participants in Meetings-in-a-Box.

	Yes	No	No answer
Live in Boulder?	79%	18%	3%
	83%	13%	4%
	86%	14%	0%
Work in Boulder?	70%	20%	10%
	70%	15%	15%
	69%	27%	4%

Community Groups   Spanish Language/Immigrant Interests   CU Students

About This Report

The agenda for the Meetings-in-a-Box called for consensus responses from each group to three questions, as well as for responses to five questions completed by each participating individual. In addition, each person in attendance was given a form to use to evaluate the meeting itself. In some cases, there is a discrepancy between the number of participants and the number of responses, attributable to the failure of some respondents to turn in response forms. In addition, not every participant and group responded to every question. The Findings section of this report

contains charts representing all group and individual responses received for each question. Actual quotes from meeting participants are also included throughout the section in order to clearly illustrate the specific meaning of the topics of interest to meeting participants and the range of responses.

The Findings section also analyzes responses to each question within and across groups. Because of the numbers of participants identifying as Spanish-language / immigrant interest or University of Colorado students, those targeted populations can be segregated by response for purposes of comparison. Participants from other targeted under-represented groups were too few in number to provide valid comparative data.

A separate report containing verbatim responses from every group and all written evaluations of the meetings has also been completed and is available on-line through the city's website. A summary of this report will be mailed to people who participated in the Meetings-in-a-Box, and copies of the full report will be available at the Library, City Municipal Building, and other city government locations. Jean Gatza, Community Sustainability Coordinator may be contacted for more information at (303) 441-4907.

SUMMARY OF FINDINGS

This section reports the findings of three questions posed to each Meeting-in-a-Box group, to be answered by group consensus, as well as five questions answered by each individual participant in the meetings. Responses from each of the three constituency populations – community groups, Spanish language / immigrant interests, and University of Colorado students – are summarized with narrative followed by an accompanying chart for each question illustrating the frequency of responses. Group responses can be found on pages 11 - 17 and individual responses can be found on pages 18 - 34.

GROUP RESPONSES

Each meeting began with group discussion and response. Each group was asked to answer three questions and to come to consensus on their answers. The questions posed to groups were:

- Please list the 4 words or phrases that your group agrees best describe Boulder today;

- Thinking about Boulder 10 years into the future, please list the 5 things your group agrees you don't want to lose;

- Thinking about Boulder 10 years into the future, please list the 5 things your group agrees you would like to change or add.

While groups reported having lively and interesting discussions, some also indicated they had difficulty reaching consensus on their lists and submitted all ideas offered rather than narrowing the list.

Question #1: Please list the 4 words or phrases that your group agrees best describe Boulder today

The most noted perceptions for each constituency – community groups, Spanish language / immigrant interest groups, and University student groups – varied. Aspects of Boulder's social climate were mentioned by community groups more often than any other facet of community life. Among Spanish language / immigrant interest groups, social issues were listed as frequently as the high cost of living and the diversity of Boulder's population. Among University student groups, there were far fewer mentions of social climate, and a far greater focus on Boulder's active, healthy lifestyle.

> *"People have a sense of consciousness and involvement."*

> *"[Boulder is] exclusive, classist, elitist and privileged."*

Looking across all constituency groups participating in Meetings-in-a-Box, issues that can be categorized as having to do with Boulder's social climate received the greatest total number of responses from groups. Issues pertaining to the community's social climate include contrasting perceptions of Boulder as both "Accepting" and "Intolerant," "Well intentioned but insular," and "Exclusive and stratified." On the whole, groups agreed that Boulder is an activist community that is "alert and awake to issues," yet one group noted that, "the voice of the average person is not heard." There is no question that the social and political climate in Boulder is very important to its residents.

The characteristic with the next highest total number of group responses is Boulder's active, healthy lifestyle, although no Spanish language / immigrant interest group mentioned that attribute at all. Student groups in particular cited "Good outdoor activities" along with "Healthy" and "Active, fit lifestyle." A feature closely related to the active, healthy lifestyle is the environmental awareness mentioned frequently on groups' lists. Groups' lists included comments such as "Environmentally progressive," "Clean" and "Beautiful," although one group also observed that Boulder is "Selectively environmentally conscious."

> *"Healthy and focused on well-being.*

Boulder's diversity – or lack of diversity – was a descriptor used by a significant number of both Spanish language / immigrant interest and community groups but was not mentioned by University

> *"Liberal, yet not tolerant of others."*

student groups. Among groups who did list diversity of its population as a characteristic descriptive of Boulder today, community groups wrote items such as "Homogenous," "Unwelcoming and unsafe for marginalized groups" and "Racially exclusive" but also noted "Positively diverse (regarding interest groups and people that are interested in culture. Because Boulder does have many people who have moved here from other cities and places all over, we innately create diversity)." Spanish language / immigrant interest groups wrote, ""Homogenous and elitist (white flight)," "Lack of diversity – 'Where are the others?'" but also, "Diverse and aware." Clearly, perceptions of whether Boulder is indeed a diverse community varied widely. Of these participants, those who believe that Boulder does not have a diverse population significantly outnumber those who believe it does. Among all participants, diversity remains an issue of importance.

The perception by participant groups of Boulder as a community "economically out of balance" was characterized by comments such as, "Economically polarized" and "Increasing disparity between rich and poor / fewer middle class" alongside "Entrepreneurial" and "Not enough jobs."

A chart illustrating the topics and frequency of response by constituency group can be found on the following page.

How Would Your Group Describe Boulder Today?

Comparison of Responses by Frequency of Mention
within Each Constituency Group

Legend: ■ Community Groups ■ Spanish Language/Immigrant Groups ■ CU Student Groups
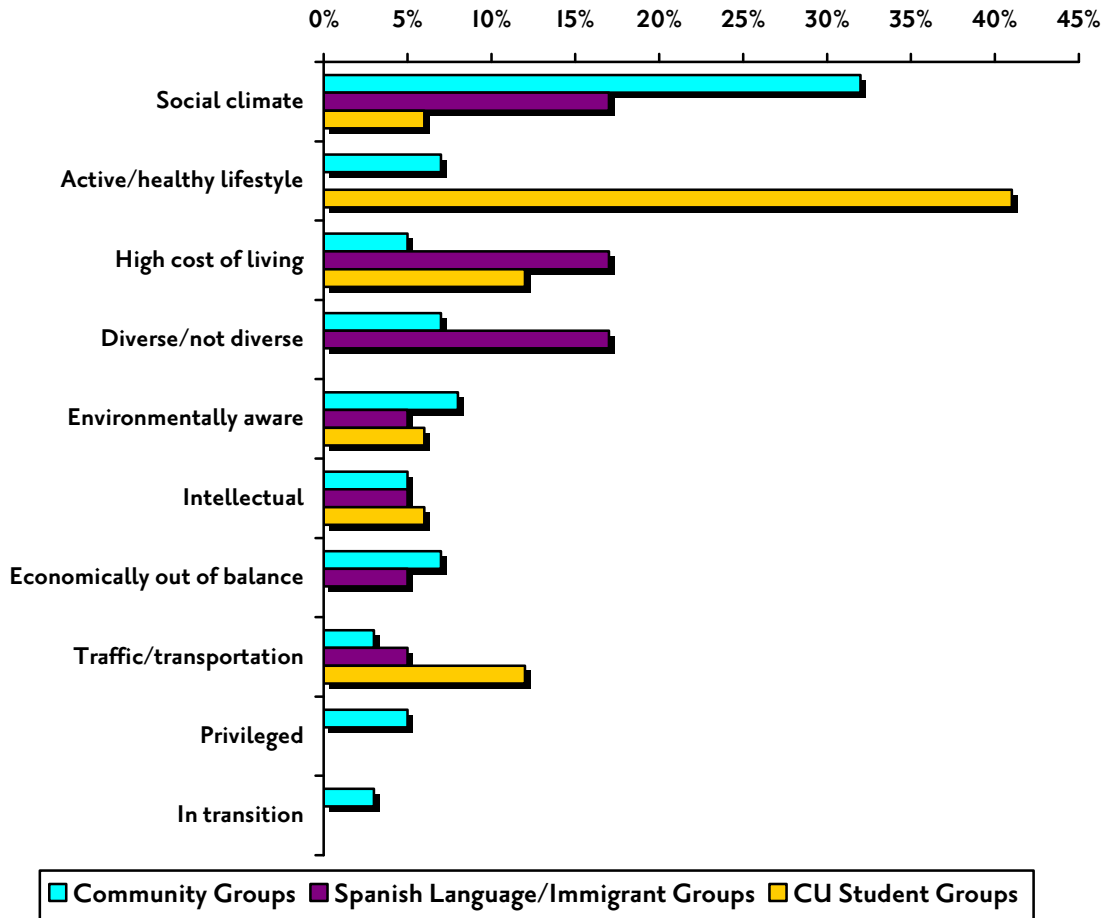
Question #2: In thinking about Boulder 10 years into the future, please list the 5 things your group agrees you don't want to lose

Having probed participants' perceptions of Boulder with the first question and discussion, the Meeting-in-a-Box agenda next moved on to assess how participants would evaluate many of those attributes. Are they a positive for Boulder life that should be preserved, or are they detrimental to the Boulder of the future people would most like to create?

The three constituency groups had varied priorities in their responses. The Spanish language / immigrant interest groups mentioned hopes for safety more often than any other issue, while that aspect of community life was mentioned by only one community group and not at all by any University student group. The community feature of value most mentioned by University groups was transportation. Community groups' responses most often included references to Boulder's social climate.

In talking about safety, Spanish language groups observed that "Children are free to play," and "Safety – feel safe walking around" and another group wrote, "Safe environment for children (and everyone)." University students simply wrote items such as "Transportation system" and "Bus system" to describe the community aspect most important to them to retain. In listing social climate characteristics, community groups noted they didn't

"We don't want to lose the great transportation system."

want to lose a sense of "A progressive community," Boulder's "Liberal and entrepreneurial spirit" and "People who care about the broader community."

A cluster of attributes cited frequently across all groups with sample comments included:
- Community feel: "Sense of smallness (no high rises or 'big city' feel)" from a community group; "Neighborhood livability" from a Spanish language / immigrant interest group; and "College town culture" from a University student group;

- Quality environment: "Green-ness" listed by a University student group; "Environmentally conscious" by a community group; and "Be a model of support for sustainable energies" by a Spanish language / immigrant interest group;

- Outdoors / open space: "All parks, outdoor spaces and open space" listed by a Spanish language / immigrant interest group; "Outdoor environment / open space" from a University student group; and "Green space and access to it" from a community group;

- Social / cultural amenities: "Vibrant non-profit and arts sector" listed by a community group; and ""Good social programs" and "Bilingual services where they are available" listed by Spanish language / immigrant interest groups;

- Economic sustainability: ""Local business" from a University student group; "Focus on local ownership of businesses" and "Being an economic center (do not want to become a bedroom community)" from community groups;

- Specific sites and events: "The Hill life" and "Bars on Pearl Street" from University student groups; and "Farmers Market," "Bolder Boulder," "Pearl Street" and "the Creek" from community groups.

It's interesting that diversity and affordability were mentioned very little by any of the constituency groups, in that those topics were mentioned often in response to other questions. Perhaps the reason can be seen in the underlying assumption that, because many participants saw these two attributes in short supply, neither was included on groups' lists of characteristics they have now and would not like to lose.

What Five Things About Boulder Does Your Group Not Want to Lose in the Future?
Comparison of Responses by Relative Percentage within Each Constituency Group

Legend: Community Groups, Spanish Language, CU Students
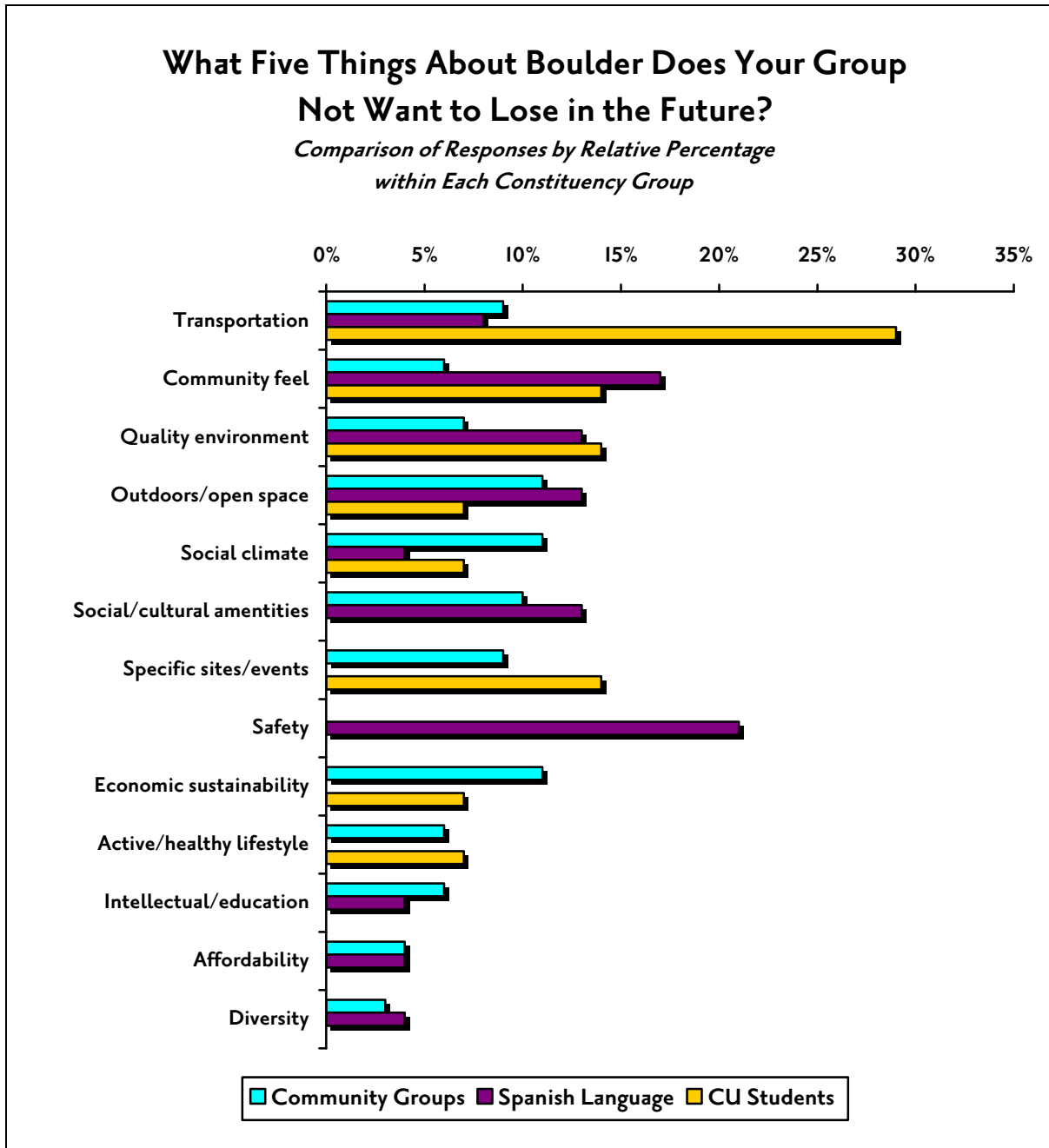
Question #3: Thinking about Boulder 10 years into the future, please list the 5 things your group agrees you would like to change or add

The third and last open-ended question for discussion and group consensus focused on the changes groups would like to see for Boulder's future. Beginning with concepts that were mentioned least frequently, Boulder's environment, outdoor orientation, and active, healthy lifestyle were noted less often than many other issues / topics. Because these three topics emerged in response to the earlier question as important community attributes that should not be lost, it seems clear that people participating in these groups would be content to preserve Boulder's current qualities rather than expanding or changing them.

In contrast, issues of access dominate what participants across groups cite as needed change. Groups listing the community's high cost of living wrote about the need for greater access to jobs and particularly to affordable housing, an issue of great importance to these participants. Aspects of Boulder's social / political climate mentioned by groups were "Authentic inclusiveness," "Equitable access to basic resources (food, shelter, health care, education)," "More opportunities for interaction between diverse communities," and "Control of one dominant culture over others." Change needed with respect to access to mobility and transportation was described as "More affordable public transportation," "Better public transit / bike paths," "Make transportation system more responsive to the needs of the people," and "Make better use of public transportation (upper class people don't use it)."

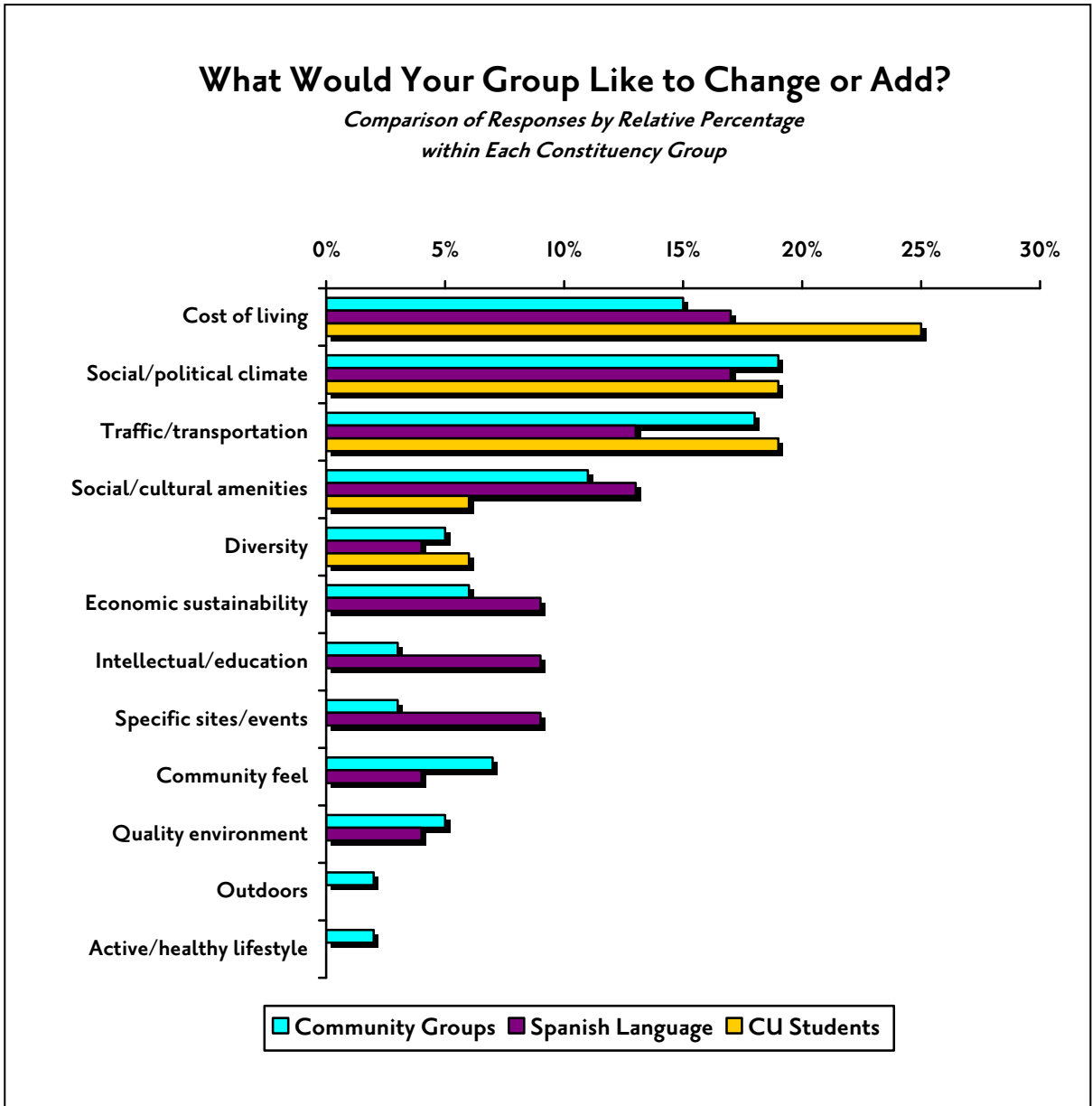> *"More balance – example, expenditures on open space and affordability."*

> *"Greater participation by all aspects of the community in decision-making."*

The next tier of issues for which groups saw a need for change include social / cultural amenities, diversity, and economic sustainability. Of concern to Spanish language / immigrant interest groups with respect to social / cultural amenities were "More public and social services," "More culture and arts," and "More health centers or hospitals. The only option now is People's Clinic and it is just one hospital to assist a very large population." Community groups urged Boulder to "Create broader public financial support for the arts," "Ensure a social safety net for our citizens," "[Provide] More support for aging services," "[Promote] Boulder as an arts destination (indoor and outdoor)" and "Increase philanthropy – teach people how to give and increase resources for non-profits." University student groups indicated a desire for "More arts venues (bigger art, culture, jazz, etc.)."

The topic of diversity, while listed less frequently than the issues above nevertheless was cited by several groups as an area in which change is needed. Some groups wrote simply "Diversity," while others listed "Socio-economic diversity." Concerns for strengthening economic sustainability among Spanish language / immigrant interests included "Incentives to minority businesses," and "Reduce the number of big boxes and chain stores." Community groups expressed concern for a

"Better job market and fair pay," and the "Difficulty for local businesses to compete; hard to find affordable office space (local businesses are being pushed out of Boulder)."

The tier of topics next in order of mention by groups includes intellectual / educational needs, specific sites and events, and community feel. The community groups talking about intellectual and educational needs urged multi-lingual schools and increased technological access, while Spanish language / immigrant interest groups also expressed a desire for bilingual schools but added the topic of a need for safety in schools.

What Would Your Group Like to Change or Add?
Comparison of Responses by Relative Percentage within Each Constituency Group

INDIVIDUAL RESPONSES

Following the group discussion and response to the three questions covered in the previous pages, meeting participants were asked to complete an individual response form. The questions posed on the form were:

- What do you think are the 3 most important issues facing Boulder today?;

- What 3 things do you value most about life in Boulder?;

- Is there any aspect of life in Boulder that makes it difficult for you to live here? If so, please describe;

- How would you rate life in Boulder when it comes to the following? (a list of community elements was provided; see responses on pages 29-30); and

- If you were concerned about an issue, how would you communicate with the city? (a list of possible responses was provided; see responses on pages 31 - 34).

Question #1: What do you think are the 3 most important issues facing Boulder today?

The responses to the first question posed to individual meeting participants indicate a relatively high level of consistency across constituency groups in assessing the top priority issues facing Boulder today.

Cost of living is clearly an issue of significant concern to the people participating in these meetings. It was mentioned most frequently by the Spanish language / immigrant interest groups and by University students, and was the second-most mentioned issue by the community groups. Among the comments submitted regarding cost of living, some dealt with general affordability of the Boulder community, such as, "Too expensive for working class to live here." A significant number of other comments focused specifically on affordable housing, with one participant commenting, "Lack of affordable – even semi-affordable housing – causing families to live elsewhere."

"The cost of living is abysmal."

"Racism makes this a horrible town for minorities and in fact makes me hate a city I otherwise love."

The second most-mentioned topic with high interest across constituency groups was the social / political climate that exists in Boulder today. That topic was mentioned with a relatively high degree of consistency among all constituencies represented. The clear majority

of comments within the social / political climate category dealt with racial and inclusiveness issues, with a few characterizing Boulder as "close-minded regarding race." One participant cited an "unawareness of inequitable treatment of people." A few of the comments within the social / political climate category focused on city government, with one participant expressing a perception that "City Council does not represent all of Boulder," and another commenting, "Special interest groups [are] running city government."

The related issue of diversity was frequently mentioned by the community group constituency. Interestingly, comments related to diversity comprised a smaller percentage of comments by the Spanish language / immigrant interest participants, as well as by University students. Representative comments related to diversity included, "Lack of representation of communities of color," while a significant number of other comments related to economic diversity.

"Loss of middle class – leads to a divided and unsafe city."

In considering consistency of mention across groups, traffic and local transportation issues were also of significant concern to Meeting-in-a-Box participants. A number of comments focused on traffic congestion and parking, while others submitted comments related to the need for and use of public transportation.

An issue of varied levels of interest across constituency groups is that of safety. It is clearly a concern more on the minds of Spanish language / immigrant interests. Among the comments submitted by these participants were, "Safety: children at schools are not protected," and simply, "The growing violence." In contrast, comments related to safety comprised a minor portion of the comments submitted by community group participants and University students.

Another issue of high interest to Spanish language / immigrant interest participants, and to a lesser degree, community group participants was the issue of economic sustainability. Spanish language / immigrant interest participants' responses focused on topics related to the ability to find work and the need to attract and retain businesses in Boulder, while the majority of community groups' centered on the value of local businesses and on local revenue sources.

"Affordable businesses leave Boulder – people shop outside of Boulder."

A topic on the minds of the University student participants which did not appear in the responses from the other two constituency populations was University / community relations. A few student comments focused on student / police relations, with one student commenting, "Boulder police are unwilling to work with students on how we can help each other."

"Assimilation/relationships between students and community."

While an issue of less concern, human services were mentioned by both the community groups and Spanish language / immigrant interest constituency groups. It is interesting to note that community group participants' comments focused on a variety of human service / non-profit

issues, such as "Access to resources to be self-sufficient," while comments from the Spanish language/immigrant interest comments focused exclusively on health care issues, such as, "Health – you don't get adequate assistance and there are no other options," and "Improve the health system in general."

What Are the Three Most Important Issues Facing Boulder Today?

Comparison of Responses by Relative Percentage within Each Constituency Group

Legend: Community Groups, Spanish Language, CU Students
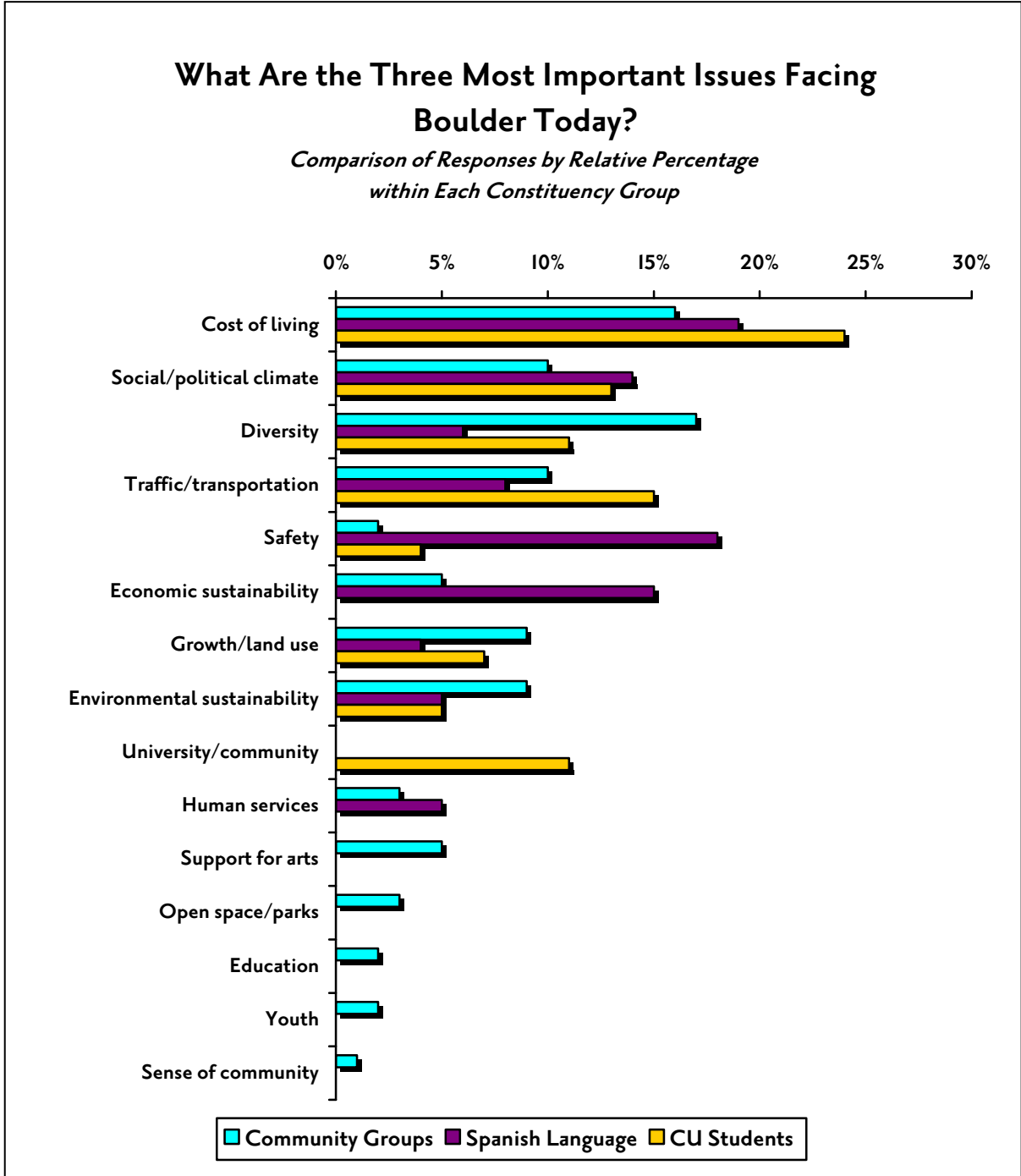
Question #2: What three things do you value most about life in Boulder?

The responses to this question by individual participants were many and varied but had a high degree of consistency across populations.

Across targeted constituencies, those participating in the Meetings-in-a-Box place the highest value on topics related to recreation, nature and the outdoors. An active / healthy lifestyle was most often cited as a value by community groups and the Spanish language / immigrant interest

"Living in Boulder and seeing the healthy people...it's contagious!"

participants, while beauty / nature were mentioned most frequently by University students. Additionally, open space / outdoors received the second-most number of mentions by community groups. One participant commented, "[I value] all aspects of our outdoors," while another cited "The 'active' aspect of Boulder culture (physical culture)."

Meeting participants also clearly appreciate education and the University presence, since it was the second most consistently mentioned broad topic across populations. Comments generally focused on the perception of Boulder as an educated community, the presence of the University, and the education of children.

"That reasonable, intelligent, well-educated people live here and work together fairly well to maintain Boulder's qualities that drew them here."

Third in priority order of what meeting participants across constituency groups value about life in Boulder is economic sustainability. However, there are distinct differences in what participants value within that category. While community groups and University students' comments focused on the general value of having local business ownership, on specific businesses or business areas, and the value of an entrepreneurial spirit, the Spanish language / immigrant interest participants' comments focused entirely on employment.

"[I value the] liberal atmosphere / people / thoughts."

"[I value the] activists groups who are working on social justices and environmental justice."

Interestingly enough, while Boulder's social / political climate was mentioned frequently in a negative context in response to the first question on the individual response forms *(What are the most important issues facing Boulder today?)*, it was also cited on a relatively frequent basis as a valued element of life in Boulder. Many comments from the community groups expressed appreciation for the level of activism in the community and participants' assessment of Boulder as a liberal, progressive community. Fewer Spanish language / immigrant interest participants and University student responses cited the social / political climate as a valued element.

Another area where participants apparently view a topic as both a negative and a positive was transportation. While offered as an issue needing improvement in response to the question dealing with issues *(What are the most important issues facing Boulder today?)* and in response to

> *"Compact city, easy to get around on bike, bus and on foot."*

the third question on the form dealing with barriers *(Is there any aspect of life in Boulder that makes it difficult for you to live here?)*, a significant number of participants across population groups also cited public / alternative transportation as something they value about life in Boulder. Many comments across constituency groups were simply, "Public transportation," or "Great public transportation," while others specifically cited appreciation for the ability to get around town through alternate means, such walking and biking.

A valued attribute mentioned in response to this question much more frequently by Spanish language / immigrant interest participants than the other two constituencies was that of safety. All the comments submitted by Spanish language / immigrant interest participants were simply "Safety" except for one participant who commented, "It is safe."

Additionally, only the Spanish language / immigrant interest participants cited family and housing as valued elements of community life in Boulder, with comments submitted simply "My family" or "Family," and "My house" and "House."

A chart illustrating the topics and frequency of response by constituency group can be found on the following page.

What Three Things Do You Value Most About Life in Boulder?

Comparison of Responses by Relative Percentage within Each Constituency Group

Categories (top to bottom):
- Active/healthy lifestyle
- Beauty/nature
- Education/university
- Economic sustainability
- Social/political climate
- Public/alternative transportation
- Open space/outdoors
- Access/opportunity
- Friends/friendliness
- Environmental stewardship
- Safety
- Creative/intellectual
- Sense of community
- Family
- My house
- Quality of life
- Size

Legend: ☐ Community Groups ☐ Spanish Language ☐ CU Students

X-axis: 0% 5% 10% 15% 20%

Question #3: Is there any aspect of life in Boulder that makes it difficult for you to live here?

In assessing difficulties about life in Boulder, the cost of living in Boulder is clearly the biggest barrier across populations participating in the Meetings-in-a-Box, with all citing it more frequently than any other aspect. Many comments focused on the general expense of living in Boulder, while many others expressed frustration with the cost of housing. On participant commented, "The expensiveness of Boulder makes it difficult to find housing and to maintain a lifestyle" while another submitted, "The costs of rent or house purchase is often higher than comparable alternatives in neighboring municipalities."

> *"I can pay for a mortgage in Thornton or Westminster for the price of rent in Boulder."*

Following cost of living, the next most-consistently mentioned difficult aspects about life in Boulder across populations were the related topics of social / political climate and the lack of diversity in Boulder. In assessing the social / political climate, a number of community group participants' comments focused on the perception of a lack of inclusiveness and of a local feeling of exclusivity and elitism. They also expressed concerns about discrimination and prejudice, with participants offering comments such as "It is not welcoming for people of color" and "Elitist environment – people can be selfish, e.g. driving an SUV and at the expense of the environmental concerns, rich but not donating money to non-profits." A number of comments from Spanish language / immigrant interest participants and University students additionally mentioned racism and racial tension, including, "Racism which is more evident now than in past years."

> *"There are a lot of problems with discrimination and violence based on people's identity. Boulder is a very racist, classist, sexist community."*

> *"The lack of diversity and appreciation for it."*

Concerning the lack of diversity issue, many participants' responses across populations indicate they believe ethnic, cultural and socio-economic diversity is missing in Boulder. Representative comments include "Lack of diversity makes it hard to find some cultural things I need," and "[Boulder] lacks a commitment to diversity and makes me feel that the 'liberal' mentality is just a point of false pride."

Traffic and transportation were cited by community groups and by University students as difficult aspects of life in Boulder but were not mentioned by Spanish language / immigrant interest participants. Comments focused on traffic congestion, specific concerns with RTD buses, parking, and pedestrian safety issues.

> *"Commuting anywhere is a nightmare, inhibits business."*

An issue of less importance to participants, but where there are again distinctions among populations, is that of economic sustainability mentioned relatively frequently by the community groups and the Spanish language participants. It is interesting to note that community participants' comments ranged from a focus on the need for local businesses to employment issues to concern about economic stratification, while comments from the Spanish language / immigrant interest focused exclusively on employment issues.

Is There Any Aspect of Life in Boulder That Makes It Difficult For You to Live Here?

Comparison of Responses by Relative Percentage within Each Constituency Category

Legend: ☐ Community Groups ■ Spanish Language ☐ CU Students

Categories (top to bottom): Cost of living, Social/political climate, Lack of diversity, Traffic/transportation, Economic sustainability, No, Lack of arts support, Communication, Decision-making

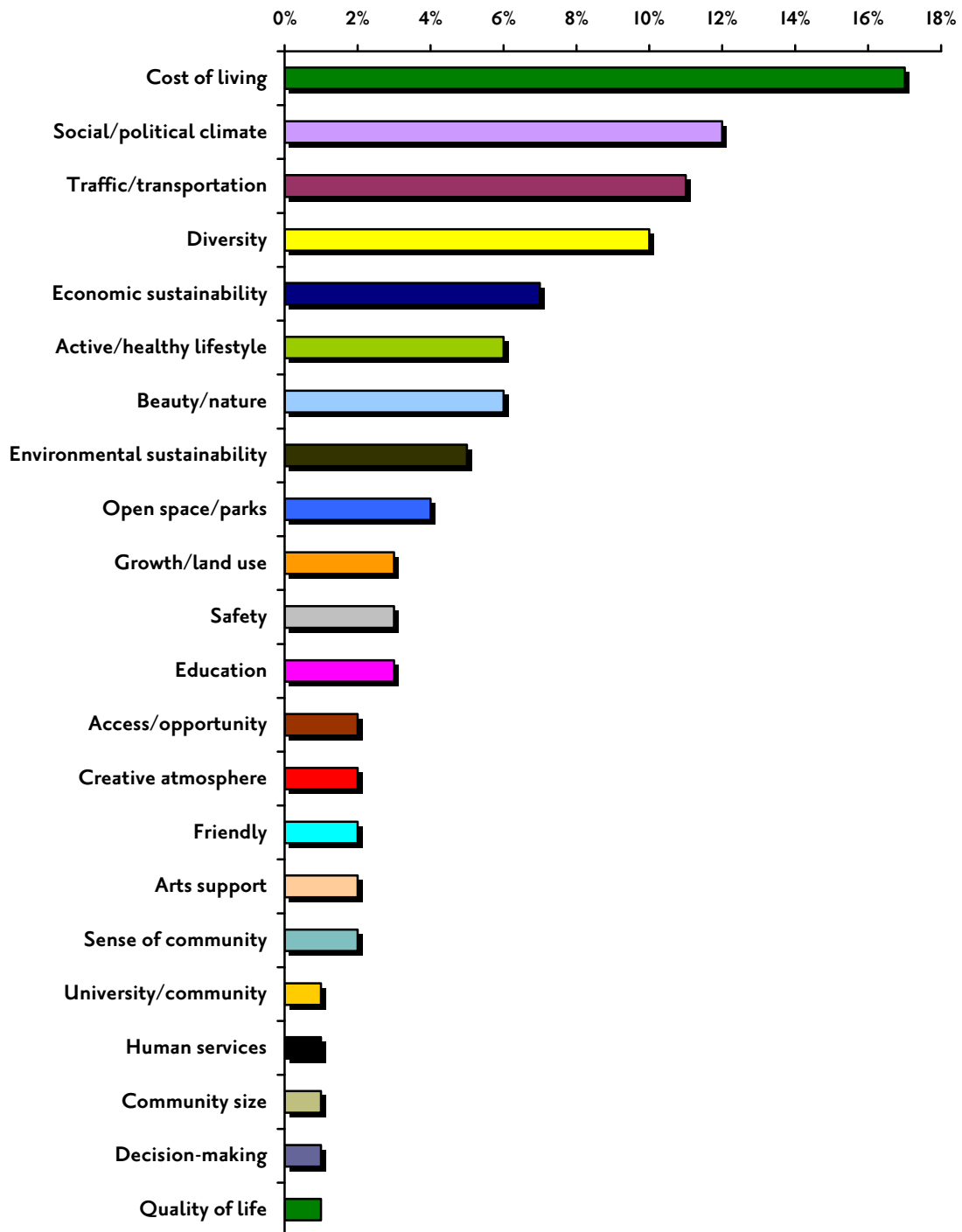## TOPICS OF IMPORTANCE – COMPOSITE INDIVIDUAL RESPONSES

In order to assess the relative importance of topics to individual Meeting-in-a-Box participants, it is important to consider the aggregate responses from all constituency groups to the first three questions on the individual response form. Those three questions dealt with defining the most important issues facing Boulder today, attributes of Boulder that are most valued, and aspects of life in Boulder that make it difficult for people to live here. The chart on the following page represents the aggregate responses, with percentages reflecting the number of times each topic was mentioned on all of the individual response forms submitted by Meeting-in-a-Box participants. (Topics receiving fewer than 10 mentions were not included in total responses reflected on the chart.) The chart illustrates the topics of importance in priority order.

Clearly, cost of living is a topic of primary concern across constituency groups. However, analysis of the all comments submitted within the topics of social / political climate and diversity makes it clear that an equally significant level of concern exists about social sustainability in Boulder among the Meetings-in-a-Box participants. Of the individual comments submitted related to social / political climate, 65 % characterized community attitudes in Boulder in a negative way.   Similarly, 92 % of the comments submitted related to diversity were critical of the community's lack of cultural, ethnic and economic diversity.

> *"It's very 'white', and as a person of color who grew up in a diverse environment, it's a constant culture shock."*

Individual Responses from All Consituency Groups

Comparison of Responses by Total Frequency of Mention

Category	
Cost of living	
Social/political climate	
Traffic/transportation	
Diversity	
Economic sustainability	
Active/healthy lifestyle	
Beauty/nature	
Environmental sustainability	
Open space/parks	
Growth/land use	
Safety	
Education	
Access/opportunity	
Creative atmosphere	
Friendly	
Arts support	
Sense of community	
University/community	
Human services	
Community size	
Decision-making	
Quality of life	

COMPARISON OF GROUP AND INDIVIDUAL RESPONSES

One question was posed to each Meeting-in-a-Box group which asked participants to discuss and reach consensus on a list of five things they would like to change about Boulder in the future. Similarly, individual participants were asked to identify on their individual response forms the three most important issues facing Boulder today. Responses to each of those questions can reasonably be considered topics of concern to the participants.

It is important to note that, of the five most frequently mentioned topics from groups and from individuals, four of those topics are the same: cost of living; social / political climate; traffic / transportation; and diversity. Additionally, the two most-mentioned issues – cost of living and social / political climate – were identical and were mentioned in the same order by groups and by individuals.

Comparison of Group and Individual Responses
On Topics of Concern

Group Responses	Individual Responses
#1 Cost of living	#1 Cost of living
#2 Social / political climate	#2 Social / political climate
#3 Traffic / transportation	#3 Diversity
#4 Social / cultural amenities	#4 Traffic / transportation
#5 Diversity	#5 Safety

COORDINATION WITH THE COMMUNITY SURVEY

So that responses could be compared across methods and to provide a richness of detail not available through a forced-choice survey, two similar questions were asked of respondents to the Community Dialogue community survey and of individual Meetings-in-a-Box participants.

Question #4: How would you rate life in Boulder when it comes to the following?

The first of the questions asked both on the survey and on the individual response form related to participants' experiences with Boulder life. The form read: "How would you rate life in Boulder when it comes to the following: Overall quality of life? My neighborhood? Place to raise children (under age 12)? Place to raise youth (ages 13 -21)? Sense of community? and Race / ethnic / cultural relations?"

Meeting participants overwhelmingly rate Boulder positively in the Quality of life category. When it comes to "My neighborhood," while ratings among all groups strongly affirm Boulder's positives, ratings among Spanish language / immigrant interest participants are 11% lower than those of community groups and 3% lower than University students.

"I believe that Boulder is an absolutely ideal and fabulous place to live for some communities. I believe that marginalized communities have varying degrees of safety in our community."

University student participants and community group respondents answered "Don't know" far more often than the Spanish language / immigrant interest group members when rating Boulder as a place to raise both children under 12 and youth. Spanish language / immigrant interest respondents rated Boulder as a place to raise children under age 12 considerably higher (at 87%) than did community group members (at 70%) and University student participants (at 48%). Ratings of Boulder as a place to raise youth (ages 13 – 21) were lower overall than ratings for raising younger children, but still more positive than not, with community group participants rating Boulder at 58%, Spanish language / immigrant interest participants at 57% and University student participants at 47%.

In evaluating Boulder's sense of community, there is a higher degree of support among community group members (at 60% positive rating) than among University student participants (50%) and Spanish language / immigrant interest participants (48%). Slightly over a quarter of respondents in each group indicated "Neither good nor bad" in rating the sense of community. Only 10% of community group participants assessed the sense of community as "Bad or very bad" while double that percentage of Spanish language / immigrant interest group members rated it poorly (20%) and 22% of University students

"Sense of community in my neighborhood is excellent."

indicated a "Bad or very bad" choice. Despite some differences, however, all of these five categories indicate moderate to strong satisfaction with these aspects of life in Boulder.

"Immigrants are discriminated against in school, and not seen as full participants in the community. Life is good for the rich or well off, and hell for the people who serve them. They are invisible."

The last category for which this question asked a ranking was race / ethnic / cultural relations, and there each of the three groups registered dissatisfaction. Interestingly, fewer Spanish language / immigrant interest participants ranked race / ethnic / cultural relations as "Bad or very bad" (32%) compared with community group member respondents (45%) and University student participants (55%). This area was the one for which life in Boulder was rated the lowest in satisfaction, a finding consistent with responses to other questions, and about which there were more additional comments offered.

How would you rate life in Boulder when it comes to the following?

(Comparison of response by frequency of mention within each constituency group)

	Very good or good	Neither good nor bad	Bad or very bad	Don't know
Overall quality of life	95%	4%	1%	0%
	91%	9%	0%	0%
	91%	9%	0%	0%
My neighborhood	90%	8%	1%	1%
	79%	17%	4%	0%
	82%	16%	0%	1%
Place to raise children (under age 12)	70%	10%	3%	17%
	87%	4%	4%	4%
	48%	21%	21%	11%
Place to raise youth (ages 13-21)	58%	11%	9%	22%
	57%	22%	17%	4%
	47%	22%	20%	11%
Sense of community	60%	27%	10%	3%
	48%	28%	20%	4%
	50%	28%	22%	0%
Race/ethnic/cultural relations	19%	28%	45%	8%
	16%	52%	32%	0%
	21%	21%	55%	3%

Community Groups   **Spanish Language/Immigrant Interests**   **CU Students**

Question #5: If you were concerned about an issue, how would you communicate with the city?

The next question posed on both the community survey and the Meetings-in-a-Box response form completed by individual participants had multiple parts. The overall premise was to evaluate participants' attitudes toward communicating with the city on issues of concern. The question read: "If you were concerned about an issue, how would you communicate with the city? To what extent do you agree or disagree with the following:? "Seven possible options were offered, along with the opportunity to provide additional comments.

<u>I would do nothing because my opinions would not matter</u>

There is a significant difference in responses to this statement among the three constituency groups. Community group participants clearly believe their opinions do indeed matter (disagree / strongly disagree at 57%), as do University student participants (disagree / strongly disagree also at 57%). Spanish language / immigrant interest group participants, however, are pretty evenly divided, with 47% expressing disagreement / strong disagreement with the statement, while a full 43% agreed or strongly agreed that their opinions do not matter.

<u>I wouldn't know what to do to get involved</u>

Again, a significant difference between responses from the participants in community groups and those in the Spanish language / immigrant interest groups and University student

"I would contact someone in the city to find out more or let them know what I think if I knew who to contact."

participants. This difference can be explained in part by the fact that many of the community group participants are members of community-based organizations and agencies whose members are accustomed to regular involvement with city issues. Nevertheless, while community group participants registered a 64% disagree / strongly disagree response to the question of knowledge about how to get involved, 47% of Spanish language / immigrant interest participants agreed or strongly agreed, and a whopping 60% of University student group members strongly agreed or agreed with the statement.

<u>I would worry about being part of a conflict by getting involved</u>

This statement also produced a significantly different response from Spanish language / immigrant interest groups than from the other two constituencies. Community group respondents and University student participants each disagreed / strongly disagreed with this statement, at 69% and 47% respectively. Spanish language / immigrant interest group participants, on the other hand, were fairly

"I was involved in communicating my concerns to the city, but it burned me out. The environment was not safe or welcoming to my concerns."

evenly divided among the three possible answers, with 33% disagreeing / strongly disagreeing, 29% selecting the "neither agree nor disagree" option, and 38% indicating agreement or strong agreement with the statement.

I wouldn't have time to get involved

In responding to this statement, Spanish language / immigrant interest participants disagreed / strongly disagreed with this statement more often (at 56%) than participants from the community groups (at 41%) and University student participants (at 24%). Community group members were about evenly divided as to whether time would be the deciding factor in their involvement: 37% agreed / strongly agreed that they would not have time, whereas 41% disagreed / strongly disagreed. The predominant response from University student participants counted time as a factor for their lack of involvement, with 49% agreeing / strongly agreeing while 24% disagreed / strongly disagreed. Spanish language / immigrant interest respondents, despite indicating worry about being part of a conflict by getting involved, are the least likely to see time as a barrier to involvement: only 11% agreed / strongly agreed with the statement, while 56% disagreed / strongly disagreed.

> *"It is difficult for working families to make time to get involved to the extent necessary. The people with time to be involved are not always representative of the majority of residents."*

I would contact someone in the city to find out more and / or let them know what I think

The strongest agreement to this statement came from community group participants (at 74%), followed closely by Spanish language / immigrant interest respondents (at 60%). Members of University student groups were the least likely of the three constituency groups to agree or strongly agree with the statement (at 42%). Still, among all three groups, there doesn't seem to be any reluctance to contact the city for information or to offer up opinions, keeping in mind that both student participants and Spanish language / immigrant interest participants indicated agreement to the earlier statement that they wouldn't know how to get involved.

> *"I feel like the City Council is accessible and responsible."*

I would attend and participate at a City Council meeting

> *"I would do something, but I don't think they care about my opinion. Having watched several Council meetings, I feel that community input has little to do with their decision-making process. Their conclusions generally appear to be pre-determined."*

Both Spanish language / immigrant interest participants registered agreement / strong agreement to this statement, with a 55% and 57% level of agreement, respectively. University student group participants were far less likely to agree, with only 34% expressing agreement /

strong agreement. Student respondents had the highest number of disagree / strongly disagree responses at 43%. While it's clear from earlier responses that some Spanish language / immigrant interest participants would be reluctant to attend and participate at Council meetings, many of these participants would have no hesitation. It's important to remember, however, that these participants were willing to participate in these Meetings-in-a-Box as well. Most members of community groups who participated in these Meetings-in-a-Box are clearly comfortable attending and participating.

<u>I would attend and participate at a public or community meeting</u>

Agreement with this statement is strongest from the community group participants, with 76% agreeing or strongly agreeing, a higher percentage even than those who would attend and

participate at a Council meeting. The level of agreement among Spanish language / immigrant interest participants, however, drops from 55% to 47%, while University student participants are exactly evenly divided between those who agree / strongly agree (at 39%) and those who disagree / strongly disagree (also at 39%).

> *"I would be afraid to participate in a public or community meeting."*

In summary, there are differences and even contradictions in how the participants responded to the topic of communicating with the city about an issue of concern. For the most part, members of community groups expressed confidence in their ability to participate and to be heard. University of Colorado students, while believing that their involvement would matter, expressed concerns about time and particularly about their lack of knowledge about how to get involved. Spanish language / immigrant interest participants, on the other hand, expressed both a willingness to be involved and a fear of the consequences of involvement, and also said they lack the information to do so.

A table listing the frequency of response by constituency group can be found on the following page.

If you were concerned about an issue, how would you communicate with the city?

(Comparison of response by frequency of mention within each constituency group)

	Strongly agree or agree	* Neither agree nor disagree	Disagree or strongly disagree
I would do nothing because my opinions would not matter	19% 43% 17%	24% 10% 26%	57% 47% 57%
I wouldn't know what to do to get involved	16% 47% 60%	20% 19% 17%	64% 33% 17%
I would worry about being part of a conflict by getting involved	14% 38% 19%	17% 29% 34%	69% 33% 47%
I wouldn't have time to get involved	37% 11% 49%	22% 33% 27%	41% 56% 24%
I would contact someone in the city to find out more and/or let them know what I think	74% 60% 42%	13% 10% 33%	13% 30% 25%
I would attend and participate at a City Council meeting	57% 55% 34%	24% 20% 23%	19% 25% 43%
I would attend and participate at a public or community meeting	76% 47% 39%	14% 32% 22%	9% 21% 39%

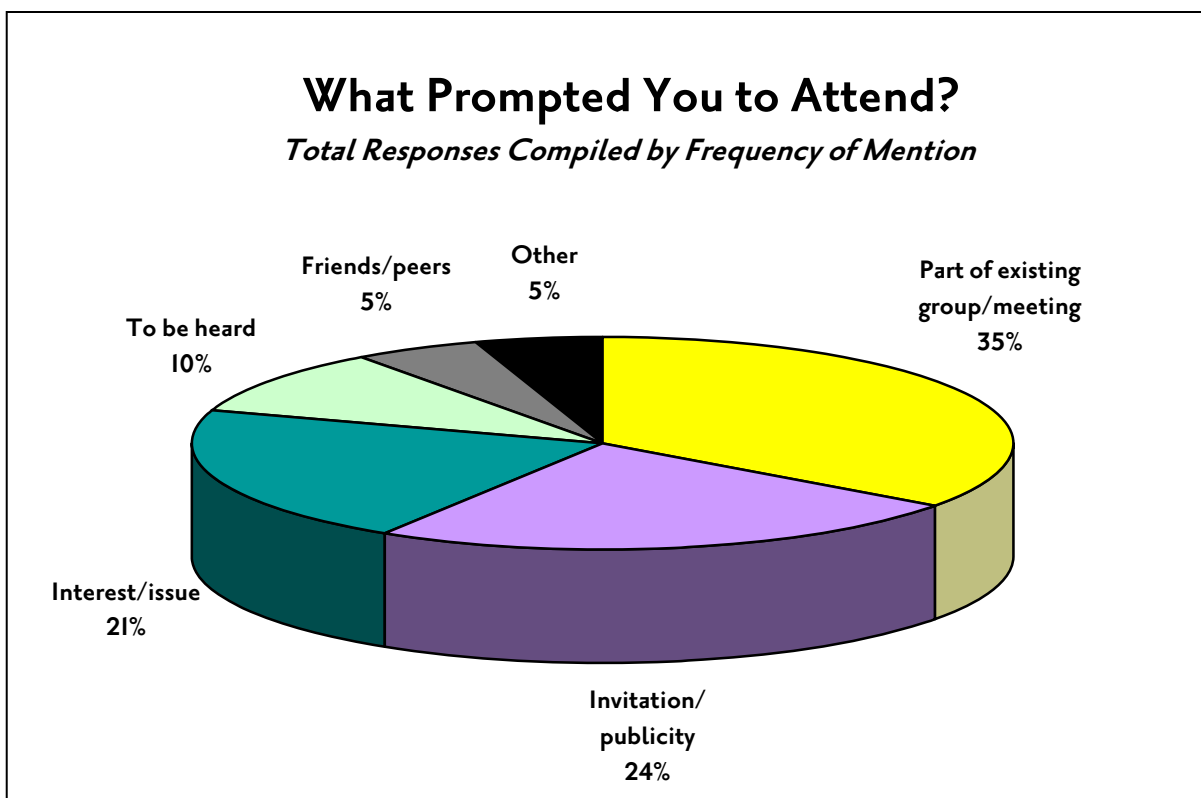**Community Groups**   **Spanish Language/Immigrant Interests**   **CU Students**

* Because of a typographical error on the forms which were originally distributed, only those responses submitted on corrected forms are included in the above percentages.
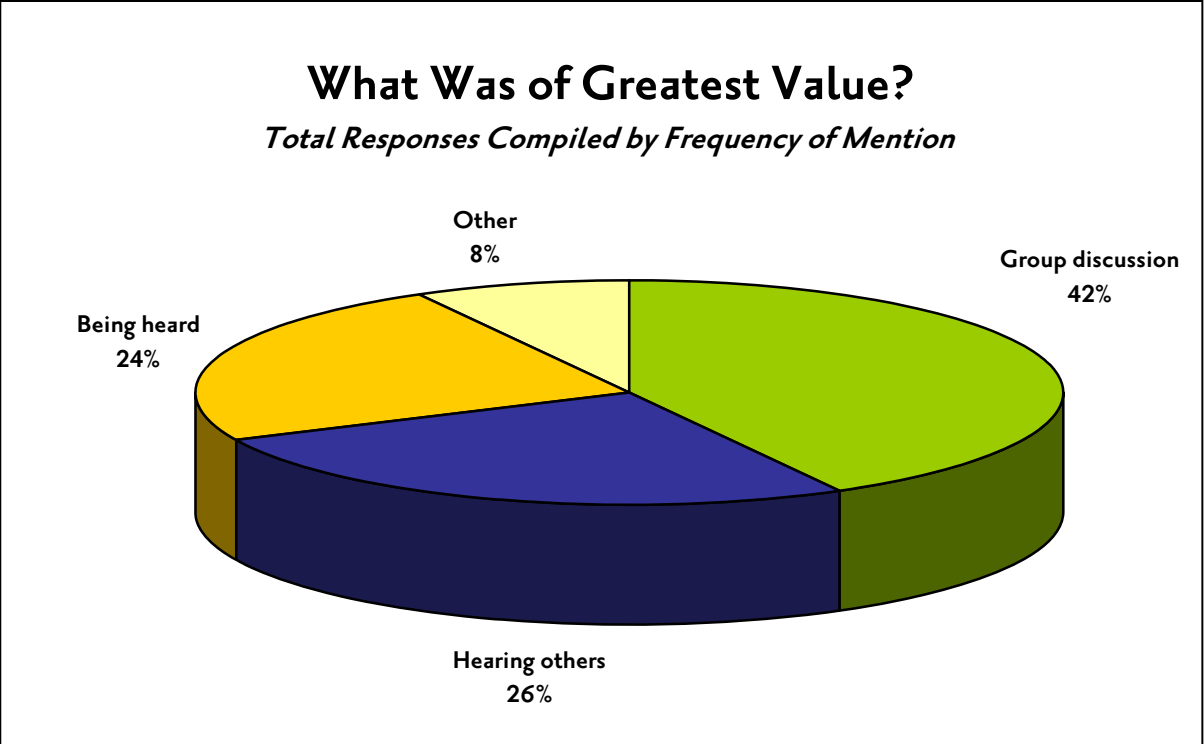
PROCESS EVALUATION

In order to evaluate the effectiveness of the process, each Meeting-in-a-Box participant was asked to complete a meeting evaluation form. Evaluations were compiled and analyzed separately for each of the constituency groups and there was no significant difference in the nature of response. The charts on the following three pages illustrate all participants' evaluations and are accompanied by their representative quotes.
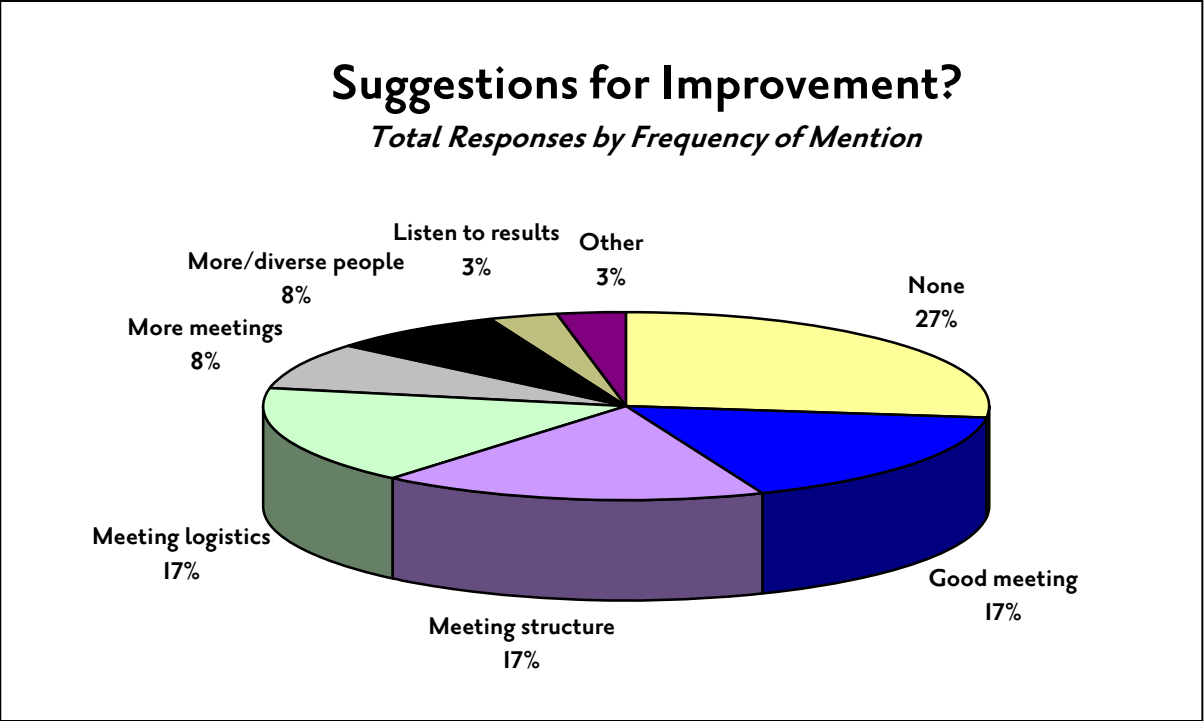
What Prompted You to Attend?
Total Responses Compiled by Frequency of Mention

- Friends/peers 5%
- Other 5%
- To be heard 10%
- Part of existing group/meeting 35%
- Interest/issue 21%
- Invitation/publicity 24%

From participants:

- "[This was] part of another meeting I attended."

- "It is a safe place to speak out."

- "I think it's important to be part of dialogue and rare for government to initiate that dialogue."

- "I would like that we are taken more into consideration as taxpayers because most of the Hispanics in Boulder pay taxes and the law gives us the same rights as Americans have."
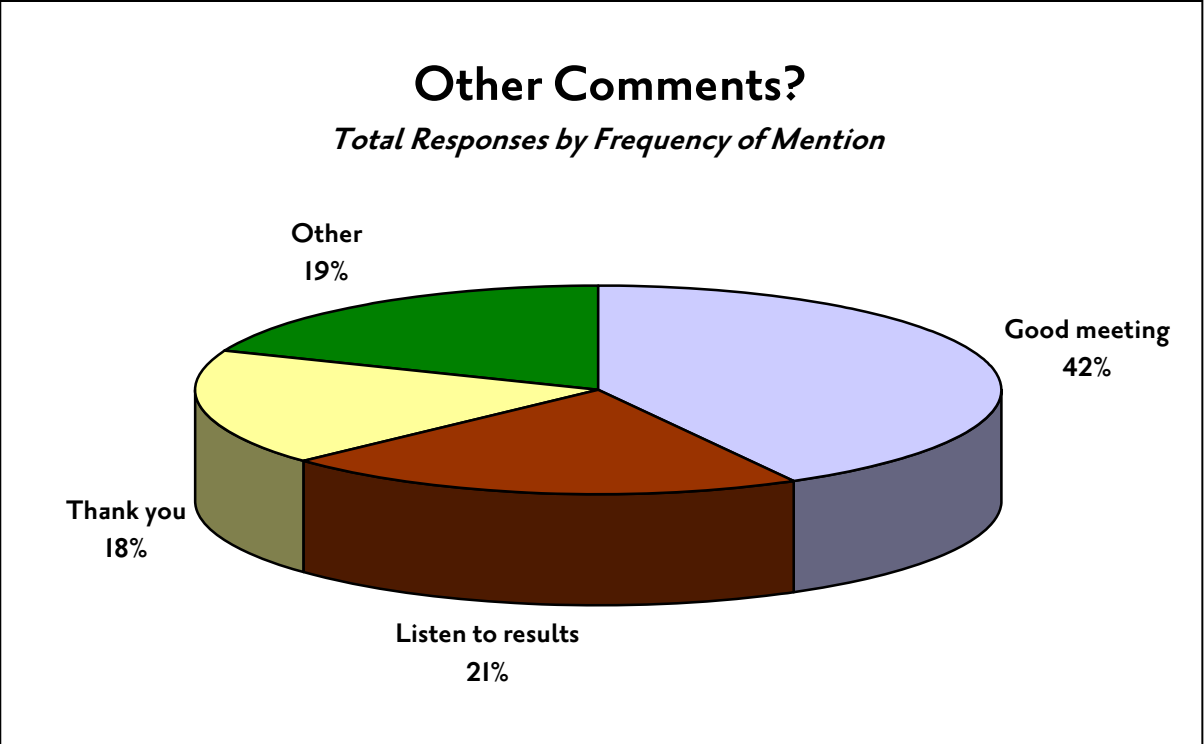
- "I want you to count my opinion."

What Was of Greatest Value?
Total Responses Compiled by Frequency of Mention

Other 8%

Being heard 24%

Group discussion 42%

Hearing others 26%

From participants:

- "Exposure to thoughtful people with different backgrounds and perspectives."

- "The people!!! The conversation made me more appreciative of our city."

- "That some caring person will read responses and compile them into meaningful input for Council and staff. Amazing – and thank you so much."

- "It's good to know there is some interest in student opinions."

- "Just the thought that for the first time Boulder County is listening to the Latino voices."

 - "Hearing others' perspectives, looking at Boulder in ways I don't usually experience."

- "We talked about very important problems."

- "The knowledge that my opinion matters and I can help change a place I love."

Suggestions for Improvement?
Total Responses by Frequency of Mention

Listen to results 3%
Other 3%
More/diverse people 8%
More meetings 8%
None 27%
Meeting logistics 17%
Good meeting 17%
Meeting structure 17%

From participants:

- "It went smoothly and the time commitment was good."

- "Actually it was a very productive meeting. I would not change anything."

- "Provide questions for consideration in advance by e-mail."

- "I would give those invited much more lead time."

- "More diverse people (racial, ethnic, socio-economic, ability. Create ways for difficult issues not to be swept under the rug.)"

- "Individual honoring of opinions."

- "Concern that the outreach is not as extensive as it ought to be to capture the really 'unheard voices.'"

- "Make sure our input really has impact."

Other Comments?

Total Responses by Frequency of Mention

Other
19%

Good meeting
42%

Thank you
18%

Listen to results
21%

From participants:

- "Excellent idea. Bring involvement to the people. Don't wait for them to come to you."

- "I have talked to others who had the meeting-in-a-box and the wide range of topics discussed was invaluable."

- "It will be interesting to see what specific outcomes, such as policy changes or funding, could come of this."

- "Hope these meetings reach under-represented individuals and families who have no access to meeting and City Council sessions."

- "That this piece of paper doesn't go to the trash without having been read. Thank you."

- "Please, listen to Latinos."

- "My thanks to the City Manager and Council for such a dialogue."

- "Thanks for listening to me, Boulder!"