

July 7, 2025

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CITY OF SEATTLE

25 JUL -9 AM 10:39

CITY CLERK

To each City of Seattle Council Member and Mayor Harrell:

I am applying for the open Fifth District, City of Seattle Council seat. I have a combination of talents that would benefit Seattle and help other City Council members achieve their goals of making Seattle more prosperous, safe, and supportive of its citizens. I have developed my talents as a computer data expert, business consultant, entrepreneur, and writer to solve many difficult problems.

Starting in 1988 after graduating from the UW, I began thirty years of learning computer software skills to help small and medium size businesses measure their productivity and allocate their resources to teams and projects. Initially, I started in Lynnwood for a truck scale manufacturer, then moved on to American Database, a Seattle firm that consulted with manufacturers all over the U.S. While I have written a lot of program code, I have also written instructional manuals and taught computer software to small groups all over the country. Some of the companies formerly using my software include BF Goodrich Aerospace, Taco HVAC (Rhode Island), Spirit Aerospace (Kansas), and over 100 more.

What my data skills will allow me to do is quickly learn what the City of Seattle is currently doing, how it is succeeding, and how it is failing. I can wade through the city's current public data to analyze how different trends are improving or worsening. If I have access to non-public data as a City Council Member, I can analyze information that will help other City Council members understand problems that are difficult to grasp. I may also be able to identify problems in the collection of data and distribution of data. For example, four days ago I downloaded Seattle's neighborhood crime data for the last six years to understand what information was available. The data set I got was difficult to analyze because it contained duplicate entries of some crime data, but not all crimes. I found one "property crime" that was entered in 2021 and dated to have occurred in 1920. I can't imagine why the City of Seattle is reporting a 100-year-old property crime from 1920. However, if the date was mis-entered it could mean that there are other data entry errors that make the data useless or inaccurate. The question is: how big is the problem of mis-entered data and irrelevant data?

I am not just a data expert. My data expertise led me into a consulting role to help business executives and managers make good business decisions. The financial software I worked with provided the tools for forecasting future revenues and expenses, creating budgets, and tracking current expenses to compare against each

GREGORY BOLDT LETTER 10F3

forecast and budget. Therefore, I already know how to read and analyze financial data both from the top down and the bottom up. Looking at Seattle's data won't overwhelm me like some other City Council seat candidates.

While working for each business, I met with mid-level managers who expressed to me their business needs and desires about their team members and building those teams into productive groups. I trained some of those employees how to use better information. I also wrote software instructions into manuals to help them learn new methods. I played a small consulting role in building team members' skills to do their jobs better and improve their customer deliveries and services. After 25 years working in this space, I wound down my software services due to competing solutions offered by Microsoft and other competitors, which made it difficult for a small business to compete. Rather than work for a big company, I chose to develop something new.

Over the last seven years, I have been working on new solutions. In this time, I developed a goal setting software tool that I use. Three years ago, I set aside the goal setting tool project to write a book that explains how and why people make good and bad decisions. This book intends to help people make great decisions and understand why people make bad decisions. I have spent three years wrestling with how to help people make great decisions better than current solutions and common methods. I am nearly done writing it, so I can publish it this fall. Since I am self-publishing it rather than publishing under a traditional publisher, I will have control over my publishing schedule and future events. I could hire subordinates to conduct events so I can work as a City Council Member for 18 months. I don't plan on pursuing a second City Council term since I expect my training and consulting opportunities will expand significantly in 2027.

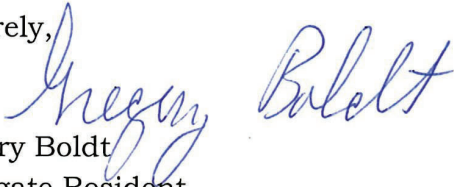
My book describes criminal behavior as a series of less-than-ideal decisions rather than a character trait that determines someone's future. I believe my educational model that reveals a better decision-making model will help people make better decisions and reduce criminal behavior, but it will take months (or years) to see how readers adopt my ideas. In April, I revealed the first 50 pages to former Council member Cathy Moore who may have mentioned it to some of you, but I didn't release the best chapters. I had considered contracting with the City of Seattle at some point to reduce criminal behavior using my programs until Ms. Moore decided to resign her seat. That led me to consider applying for that position and writing this letter.

Through writing my book, I have examined many different problems that Seattle suffers due to decisions by community members, city employees, business owners, city leaders, and a variety of troublemakers. I understand why many community problems exist better than most citizens because I have been working to solve

GREGORY BOLDT LETTER 20F3

decision-to-achievement problems that we all struggle with. My resume and this letter won't convey all I can contribute to the city because I have kept the book's ideas secret for three years. You will have to meet me and read portions of my book's Advance Copy to understand my broad and deep insights that I have for Seattle's better future.

Sincerely,



Gregory Boldt
Northgate Resident

GREGORY BOLDT LETTER 30F3

Applicant: Gregory Boldt

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Objective: I want to use my business skills to analyze the current financial challenges that the City of Seattle needs to solve, such as improving business conditions that increase business tax revenues. With my computer data skills, I can analyze the current public data and compare some Seattle departments' performance measures to resident satisfaction data to find problems with department policies or community communication. I can use my writing skills to propose new staffing policies or convey ideas to community groups.

Experience: **Goal Wing Consultants Inc.** **2019—Present**

- (1) Write a Self-Help Guide to precede Future Training and Consulting Services.
- (2) Develop Planning Software for Future Business Services.

John Hunt Construction, LLC **Oct. 2020—Apr. 2024**

- (1) Part-time Carpenter for Sole Proprietor Contractor. Work on home remodels during Covid and post-Covid economic recovery while I am writing my book and software.

TeamsWin Systems Inc. – President **2003—2018**

- (1) Deliver advanced business reporting solutions for our manufacturing customers.
- (2) Develop training classes for improving teamwork decision making practices.
- (3) Develop Teamwork Online software for managing teamwork projects online using MySQL databases, PHP, Javascript, and HTML.
- (4) Develop business models, software, and consulting services that solve teamwork problems that hinder organizations from achieving maximum results.

American Database Inc. - Director of Software Development **1993—2002**
- Senior Programmer & Business Analyst **1991—1992**

- (1) Design and program our proprietary Business Intelligence reporting application for mid-size manufacturing corporations running enterprise database business software
- (2) Deliver training on database reporting tools to business users such as IT managers, accountants, production managers, material planners, sales staff, and executives.
- (3) Write business documents for customer specifications and software procedures.
- (4) Write installation manuals and software release documentation for customers.
- (5) Provide telephone support to IT managers who administer databases and reports.
- (6) Provide installation and application support for software installations on AIX, HP-UX, Unix, Windows 95/98/NT/2000/XP, and Terminal Servers.

Pacific Pipeline Inc. – Systems Analyst **1993**

- (1) Analyze existing business processes and modify software to fit company needs.
- (2) Write specification documents to propose software improvements.

Evergreen Weigh, Inc. – Computer Programmer / Analyst **1988—1990**

Gregory Boldt Resume 1052

Education: (1) University of Washington Graduate BA - General Studies 1983—1988

A customized degree program including the Technical Writing and Business Admin. school programs.

Independent Business Software Application Training

- | | |
|---|--------------------------------------|
| (1) MS Office Applications and Visio | (5) SQL Queries, MySQL, SQL Server |
| (2) HTML for Web Development | (6) CorelDraw Graphic Suite |
| (3) PHP / Javascript for Dynamic Websites | (7) Quickbooks Accounting |
| (4) Progress 4GL Database Mgt Tools | (8) Windows / Unix Operating Systems |

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City of Seattle

FINANCIAL INTEREST STATEMENT AND ADDRESS VERIFICATION CANDIDATES FOR COUNCIL DISTRICT 5

All City of Seattle officials and employees are subject to the provisions of Seattle Municipal Code (SMC), Chapter 4.16, (the "Ethics Code"). The purpose of the Ethics Code is to ensure that no public office is used for personal gain; and that the public have confidence in the integrity of its government. An individual with certain financial interests may be prohibited from participating in City business, as specified in the Ethics Code. Please click [HERE](#) to see SMC 4.16.070, a list of prohibited conduct.

The City Council is interested in knowing whether you have any financial interests that could be an issue with your service on the Council. Please answer the following questions to the best of your ability. Answering "Yes" does not necessarily disqualify you from consideration:

1. Do you, or any member of your family, **receive compensation** from any person or entity that engaged in any transactions or activities with Seattle City government in the past five years? ☒ No ☐ Yes, please complete item 1 on page 2.
2. Do you, or any member of your family, have a **direct financial interest** in any person or entity that engaged in any transactions or activities with Seattle City government in the past five years? ☒ No ☐ Yes, please complete item 2 on page 2.
3. Have you, or any member of your family, served in the past five years as an officer, director, trustee, or employee of an entity that engaged in any transactions or activities with Seattle City government? ☒ No ☐ Yes, please complete item 3 on page 2.
4. After referencing SMC 4.16.070, do you have any other relationships, employment history or financial interests that you feel could be an issue with your service on the Council under the Ethics Code? ☒ No ☐ Yes, please complete item 4 on page 3.

In order to be eligible for appointment to Council Position 5, you must be a resident of District 5 for at least 120 days (City Charter Article IV, Sec. 2; Article XIX). Please confirm your eligibility by clearly printing your current residential address and affirming the length of your residency at that address:

Street Address: REDACTED
Zip Code: REDACTED
Resident at this address since: May 2019

Name of Candidate (as registered with King County Elections): Gregory Bruce Boldt

I certify under penalty of perjury under the laws of the State of Washington that the information provided on this page and on page 2 and on all attached sheets is true and correct and that I have made reasonable inquiry to determine the truth, accuracy, and completeness of my responses.

Signature: Gregory B. Boldt

Signed at Seattle, Washington

Date: July 8, 2025

(City or other location must be filled in.)

Note: If you are appointed to the City Council, you will be required to complete a "Personal Financial Affairs Statement" on a form provided by the Seattle Ethics and Elections Commission (SEEC). You can see SEEC Form F1 by clicking [HERE](#).

EXPLANATIONS FOR RESPONSES ON PAGE 1: *(Use additional sheets if necessary. For assistance, please call the Seattle Ethics and Elections Commission at 206-684-8500.)*

1. Please provide the name and address of each person or entity for which you answered Yes on page 1

Name: _____
Address: _____

2. Please provide the name and address of each entity for which you answered Yes on page 1.

Name: _____
Address: _____

3. Please indicate (i) the name of the person holding the position (you or an immediate family member); (ii) the title of the office, directorship, trusteeship or employment held; and (iii) the name and address of the entity.

Person holding the position: _____
Position held with entity: _____
Entity name: _____
Entity address: _____

Gregory Bolelt 2053

4. Please describe the relationships, employment history or financial interests for which you answered YES on page 1.