

1. Why have you decided to run for election at this time?

I feel the time is right for me to do something significant for the Brenham community. My wife and I just became empty nesters after raising two terrific children, we have been successful financially, and now it's time to truly give back to our wonderful city. I have the background, wherewithal, and energy to fully commit myself to making sure we are successful together.

- A. Briefly outline the top 2-3 issues you feel will be of significant importance in the next four years.

From a citizen's standpoint our water and Infrastructure needs, resulting bond and rate hikes, and the overall affordability of living in Brenham are the top 3 issues we are facing right now.

2. What key competencies do you feel you possess to be an elected official?

Briefly describe

1. **Education** – dual undergraduate college degrees in Public Administration / Government and my Masters of Business Administration from Tulane University.
2. **Negotiating & Collaboration** skills – I am certified by Harvard School of Business and negotiated many multiple multi-million-dollar business deals that have brought opposing companies together
3. **Cultural Awareness** and shifts as part of Change Management – I am certified in Change Management by Massachusetts Institute of Technology (MIT) in Operational Excellence that establishes the understanding that the culture of an area is truly the key to change management success.
4. **Strategic Planning and forecasting** – As part of C-suite yearly operational planning for multiple businesses
5. **Financial Planning/Analysis**, Profit & Loss Management, and merger and acquisition assessment
6. **Presentations** and multi-level communication skills

3. What do you consider to be the top issue affecting local economic growth?

Lack of focus on an economic strategic plan for our city, the over-reliance on big box retail growth, and the inordinate use of tax abatements for many of these businesses. By doing so it puts a huge financial burden on our citizens instead of seeing large increases in sales tax revenue associated with our growth. This approach also creates large low-wage resource demands that cannot independently afford housing and a standard of living within our city.

4. What could you do as an elected official to help small businesses in the community? Today, it appears to many, and I concur, that permits are regarded as a revenue source for the city and not a safety and quality utility for our citizens to do business. Today, our permitting process is a major burden on our small businesses and their ability to conduct business. We need to take a commonsense approach to the way permits are required, issued, and managed.

5. How important do you feel the relationship is between the City of Brenham and Washington County government? How could it be improved?

There continues to be major disagreements over funding allocations and resource distributions, which has complicated the process of collaboration over the years. This appears to be so deeply ingrained within our city government that resistance or reluctance from stakeholders are not fully committed to a collaborative process, whether due to political or personal reasons. I believe it is time to have a new person who is a proven leader to come in and work to overcome these challenges by emphasizing the importance of communication, building TRUST, and finding creative solutions that address the needs and concerns of all parties involved.

6. What project or issue would be of primary importance to you to work on if you are elected?

There are four areas that I have been campaigning for and will continue to focus on if elected. Allow me to share my playbook for these projects:

I. SAFE SCHOOLS / COMMUNITY

- a. School safety
- b. Railroad safety
- c. Drugs off the streets
- d. Support law enforcement & Fire

II. IMPROVE ROADS / WATER TREATMENT

- a. Subsurface water wells
- b. Biden Infrastructure bill – Federal Grant writers
- c. Tax Abatements – Manage more effectively.

III. SUPPORT SMALL BUSINESS

- a. Permit processes – Common sense approach
- b. Cultivate relationship with Historical Mainstreet
- c. Ordinances – Empty lot, dilapidated buildings

IV. KEEP TAXES LOW

- a. Attract businesses that improve wages and expand economy
- b. Partner with the county to share resources / economies of scale
- c. Budgeting & Financial Planning
 - i. Managing one time and ongoing expenses (fixed / variable)
 - ii. Prioritize spending to minimize waste
 - iii. Establish proformas 3 and 5 year with tiered revenue streams
- d. Soliciting feedback & engaging in dialogs with community members – better understand needs and make informed decisions that reflect the interests of the people of Brenham.

7. What would you do to help ensure that the local economy continues to grow and evolve?

There are many ways that I can help ensure that Brenham's economy continues to grow and evolve. One important step is to promote policies that are supportive of small businesses and entrepreneurs, such as tax incentives and regulatory reforms. We can also work to attract new businesses and industries to the area and invest in infrastructure and education programs that will help to prepare workers for the jobs of the future. Additionally, we can work to foster partnerships between local government, businesses, and community organizations, which can help to create a more vibrant and collaborative local economy for everyone.

Are there any other comments you would like to make?

It is imperative that the new Mayor and all elected officials in general do not change Brenham. Brenham truly is a cool, authentic Texas city that its heritage needs to be protected so it remains a great place to live and raise a family for many, many years to come.