

1. What do you think is the economic impact of the home building industry in our community?

Home building generates income and jobs for local residents, as well as revenue for local governments. There are, also, costs on local governments associated with home building. With an increase in homes, come increased infrastructure requirements. Services like education, police and fire protection, streets and utilities must be provided and maintained. Planning and smart growth is essential.

Building permits for single family dwellings in Cumberland County totaled \$328,592,000.00 in 2005. According to a 2006 report prepared for the HBAF by Jud and Associates, an annual estimated average of \$201.2 million input into the economy can be expected from this volume of building activity through the first 10 years of occupancy. It creates a projected 1582 net new jobs and \$15.7 million in county and municipal tax revenues annually. Fiscal analysis (from the same report) indicates single-family housing development generates more revenue than projected governmental costs. Similar, though smaller, numbers for condominiums and townhomes are projected to include generating surplus revenues.

In short, the economic impact of the home building industry has direct and indirect effects on each and every one of us and ties directly into our quality of life in Fayetteville and the surrounding area. A healthy and robust home building industry is essential.

2. How do you see the home building industry fitting in as a stakeholder in the City's decision making process?

Stakeholders must be viewed and respected as partners. As with any partnership, there must be effective dialogue and mechanisms in place to ensure we address issues before they develop into problems. Commissions and committees must include those willing to think in a manner not only to protect self interests and/or political agendas, but proactively seek workable solutions for the common good.

More importantly, commissions and committees must then be able to have confidence that their work will get to the decision makers in the manner it was intended, without interference or phantom editing by individuals not directly involved with the working group.

3. Please explain how you favor PWC to be operated.

In general, I support the organization and establishment of the Public Works Commission to function as outlined in the PWC Charter. Recently, however, concerns have been raised in methods used by City management which give the appearance of using PWC inappropriately, arguably, as a means of intimidating customers who at some point might be engaged in disputes with the City over issues arising from annexation(s).

Before taking a firm position on this, I am in the process of researching and looking at the merit(s) of some of the expressed concerns.

4. Do you agree with the current proposed timeline and plan to provide services to the newly annexed areas? What are the priority services and how do you propose to pay for them?

I believe all who have followed these projects are concerned when the majority of the projects on the board have timelines reaching out to 2023. We must constantly be engaged with this process and ensure we are able to quickly adjust timelines when opportunities or situations develop economically that might work in our favor or create set backs or unforeseen hurdles we must overcome.

In principle, I support adherence to the following:

#### **-Ranking Factors-**

- Septic System Failures - Ranking is based on percent of developed parcels within a designated Annexation Area that have with recorded septic system repairs. A higher percentage of failures = a higher short- term demand = a higher ranking.
- Age of Structure - Based upon average age of structures within each Annexation Area. For future sewer extension projects, larger areas have been broken down into sub- areas, using Age of Subdivision as a ranking. Older subdivisions receive higher ranking, based upon useful life of septic systems and seniority.
- Percent of Non- Sewered Improved Lots - Areas were ranked by identifying all lots 2 acres or less in size with a current building value greater than or equal to \$10,000 that are not served by public sewer systems. A high percentage of non-sewered improved lots will typically result in more requests for sewer over a shorter period of time.
- Developed Density - Areas were ranked by the total acres of improved lots divided by the total acreage of the Project Area parcels. Lower densities of developed property should result in lower short- term demand for sewer, with long- term demand primarily coming from developers.

## **-Future Considerations-**

- These preliminary analyses may be directly impacted by specific factors that cannot be quantified at this time. These additional factors will be integrated into PWC's final utility extension considerations and decisions.
- Financial considerations will have a direct relationship to the number and size of PWC utility extension projects that are scheduled each year. Annual budget demands, interest rates, bond availability, and potential grant funding will have to be reviewed on a continuous basis.
- Natural (or other) disasters can delay extensions projects until recovery efforts are completed. Hurricanes, tornadoes, droughts, flooding, treatment plant problems, etc. can cause project schedules to change significantly.
- Other factors as yet undetermined.

5. What is your position on joint planning with the City and the County and metro government?

Joint planning and joint efforts for any topic or item of interest between County and City government leave us with endless opportunities and room for improvement. We can and must do better. This is one of the reasons I was heavily involved in projects and Community action groups in support of the “jointly” funded (City Council and County Board of Commissioners) study on the topic of a metro or unified local government.

It is my position that no one is best served by a system which by design creates overlap and duplication of the management, processing and delivery of government/public services between the City and County.

The final report provided by the University of Georgia recommended additional study (part 2) with recommendations. While I agree this is needed, this can and should be done by a jointly appointed task force between the County Commissioners and the Municipalities. I see no need to “contract out”

The focus should be on those areas where it appears on the surface, obvious, that some potential benefit of a unified system might exist. Police and first responders, utilities, transportation and vehicle fleet management are a few which come to mind.

6. Do you consider it acceptable, as a city standard, to install strip asphalt with no concrete curbing on unpaved streets in the City?

No. I do not.

7. What are the 3 most critical new requirements being considered for inclusion in the Unified Development Ordinance?

I am of the opinion that expanding the availability of incentives in the UDO for the incorporation of sustainability features to additional districts such as Office and Institutional, Community Commercial and Mixed Use is important. The 500 square feet of open space per residential unit is critical, needs to be looked at more closely and perhaps better defined. Sidewalks, again, continue to lack a reasonable and common sense understanding that will promote what is intended. (Safe and attractive pedestrian walkways within our neighborhoods)

8. What is the City's role in preparing for the BRAC recommendations that will affect our community?

The City's role is to ensure we are, by all means available, preparing to meet the needs of a growing Community through proper planning, lobbying, monitoring, funding and development of partnerships with the private sectors. We must have leaders willing to roll up their sleeves and lead from the front.

9. What is your position on term limits for elected city officials? Would you favor maximum consecutive term limits?

I believe diversity within our Community is one of our greatest assets. Ensuring fresh ideas and innovative thinking is critically important. I do support term limits and believe 6 years would be a good place to start the discussion. This could be done either by limiting to 3 consecutive two year terms OR 2 three year terms. I would support either.

10. If elected, what are your top two priorities during your term?

- 1) I believe that in order for us to have a truly representative government for the people, administered by the people; that there must be true transparency. It is not enough to meet the legal requirement of the NC Open Meetings law. When in doubt, we must err on the side of nothing less than complete openness to the scrutiny of those who elect our representatives to conduct the business of the people. Transparency and true accountability is my top priority.
- 2) We have seen what we are capable of achieving when we target an area like our downtown for improvement. We must make the same commitment to Murchison Road and Bragg Blvd that we did to our downtown area before we see measurable and dramatic improvement. I pledge to seek that same degree of commitment

from our City to improve those areas that have waited so long and have needed do much.

11. What experience do you have that qualifies you to evaluate and establish the City budget?

I am a graduate of Wayland Baptist University and hold a B.S. in Human Services. For the past 27 years, I have served our Country as a proven, effective leader in the United States Army within the Army Medical Command. 23 of those years were in uniform and involved establishing multi million dollar budgets and more importantly spending and operating within those budgets. I continue to serve as a Department of the Army Civilian Senior Manager and am the Chief of Human Resources for the Warrior Transition Battalion of Fort Bragg. I have served the City of Fayetteville as the Vice Chairman of the Redevelopment Commission and on numerous Mayoral and other appointed Task Forces, Commissions and Committees.

12. List you accomplishments in the non-political arena.

My greatest accomplishment is having raised (as a single Dad) my beautiful daughter. She is a sophomore at East Carolina University and is the recipient of a full scholarship through the NC Teaching Fellows Program. She graduated from E.E. Smith High School among the top 5 in her class and was awarded numerous scholarships from E.E. Smith Alumni and the Cumberland Foundation. I am so very proud of her that all of my other accomplishments pale in comparison.

- Life time member of the Veterans of Foreign Wars
- Member of the American Legion
- Member of the NAACP
- Member of the Community Advisory Board to the Fayetteville Observer
- Former member of the AFGF Local 1770