

1) What is your short-term and long-term vision for the City of Springfield?

I would address my long-term vision for the City of Springfield with a catchphrase, "Bolder, not Boulder." I would like to see a diverse, safe, healthy, progressive city with engaged citizens, who care about education and the environment. We would provide opportunities for all to live to their fullest potential. I am describing Boulder, Colorado, which some would argue is a shining beacon of a progressive municipality. While the City of Boulder has problems with gentrification, affordable housing, homelessness, and some might add, overly intrusive governance, nearly everyone wants to live in Boulder, if they can afford it. There is a pride of place there.

We cannot be Boulder. Springfield is not a destination city, but we have clean air, safe drinking water, good schools, and lush, appealing shade-dappled streets. In places, we have charming streetscapes in neighborhoods and districts that support creativity. We have artists, we have musicians, and we have a rich tapestry of eclectic folks. We are bold, and we can be bolder with a progressive agenda that will expand our capacity for bicycle and pedestrian-friendly recreation and commuting, and we can become a safe city where healthy lifestyles, adult education, and opportunities for business and self-improvement become an expectation for the average citizen. We can help to build a broader regional transportation infrastructure in cooperation with satellite communities and the State that reduces single-driver commutes. This would positively impact our economy and further efforts to make this a green community. I have pride in Springfield because we are working toward positive goals, while maintaining fiscally responsible aspects of balancing budgets and meeting short-term needs.

Any short-term vision should be directed toward making a long-term vision viable. I see the short-term vision as making balanced decisions to maintain oversight of developments and to seek to improve current services, increasing our capacity to address needs, transportation, sanitation, and safety. If one asks residents who have resided here, even a short time, most would comment, "It's getting better."

2) What are the City's strengths, and how would you build upon them?

The greatest strength of Springfield is its citizens. There are many folks who have a passion and drive for making this a better city. For businesses, we provide a work force that is underpinned with Midwestern sensibilities. Call centers locate their businesses here. O'Reilly's and Bass Pro Shops are pillars of our community. Our infrastructure is not crumbling; we have never been on the brink of collapse. Simply put, this is because of caring citizens and sound leadership, past and present.

A second strength is the core competency demonstrated by our dedicated City employees. We have great police and fire departments. From the folks who mow grass to folks who plan and implement policies, the City is staffed with thoughtful citizens who have taken on the role of civil servants. We owe these folks a debt of gratitude for their service.

A third strength relates to our regional impact on the economy. We are a center for higher learning, health care, and transportation. The role that Springfield plays is essential. We draw talented, skilled labor from other states and other municipalities in Missouri, and we have fewer of the pressing issues of blight and crime associated with larger, older cities. This regional aspect furthers the interests of businesses that serve the region and the nation. Our City has a strong commitment to fostering business growth and sustainable development.

To build on these strengths, we must provide our citizens with outstanding living conditions, we provide educational and work opportunities for our young people, we must maintain the solid core of Springfield, we must appropriately compensate City employees, and we must continue to provide and maintain a platform for opportunity and growth for businesses.

- 3) Among the challenges faced by the City is the need for adequate revenue to deal with issues such as public infrastructure, sidewalks, nuisance properties, etc. What are your specific suggestions and approaches regarding those and other challenges?

Revenue loss due to online sales (e.g., Amazon.com, etc.) is a principal concern for the City of Springfield. A decrease of revenue eventually must be offset by other revenue streams. In the 1970s, revenue was generated from sales of motor vehicle permits. While I recall the abolishment of City permits in the 1980s, I do not recall the rationale, and I do not know if State law prohibits collection of fees from vehicles. Today, neighborhood parking permits are issued at no-charge locally by the City and, as I understand it, are enforced by traffic control. Perhaps as additional neighborhood associations become viable non-profit entities, a renewed program for issuance of motor vehicle permits could help to offset losses, with the understanding that funds generated from this revenue stream would provide for administrative costs and maintenance of the transportation infrastructure (streets and sidewalks) within the neighborhoods.

Quasi-independent entities that fall within the jurisdiction of the City (e.g., City Utilities) should remain independent and retain stand-alone viability. How else would they be able to budget and assess their resources effectively, while maintaining comparatively low energy costs to the public?

For nuisance properties, the City provides many chances for remediation and compliance. I think this is a very humane approach and one that should not be impeded or modified drastically. To help offset costs associated with interventions, we must eventually raise property taxes collected by the Greene County Collector within the City limits. The best analogy I can offer comes from the classic Jimmy Stewart movie, *It's a Wonderful Life*. A simple question that must be put before the voters: Do we want Springfield to be Bedford Falls or Pottersville?

- 4) What would you like to see accomplished by the time you leave Council?

The appointment for General Seat C on the City Council ends after the April 2019 elections, but assuming my performance as an appointee meets with my expectations and the satisfaction of the Mayor and City Council, and my neighbors, I would stand for election in April. In my putative tenure as a Councilperson, I would like to see implementation of new or improved programs that would bring the City closer to a shared long-term vision for the City. That said, I would like to see some specific accomplishments: affordable health care for citizens, an increase in wages greater than the rate of inflation, an increase in median household income, improvements in Parks and Recreation that would broaden the base of citizens who used them, broadening the role of City Utilities in providing a transportation system that would reach beyond the City limits to customers in outlying areas, promotion of alternative energy resources, especially for new multi-unit residential constructions, and develop of a bike boulevard concept that is part of municipalities in the Bay Area (e.g., Mountain View, Palo Alto, and Menlo Park).

Even though Springfield is my home, I have lived in some great cities. We have that potential in Springfield. We offer top-notch affordable education, we have two stellar health care systems, we have clean air and water resources. It behooves us to be good stewards of this land, of this City. If given the opportunity, I think I could help.