

1. Please provide some personal background information: Name, Occupation, Community activities.

Loan Officer; Serving on the Oshkosh Common Council, Serving on the Long-Range Finance Committee for the City of Oshkosh, Serving as an adjunct board member for Oshkosh Area United Way, Community engagement through neighborhood meetings, public forums, and local events in Oshkosh

2. Please describe your background and qualifications for serving on the City Council, and explain the personal strengths and perspectives you would bring to the role?

I currently serve on the Oshkosh City Council and the long-range finance committee. I've earned a Bachelor's degree in finance from UW-Milwaukee, and I'm currently working towards earning a master's degree in finance from Howard University. I have a business management certificate, I'm a licensed real estate agent, and I've served on boards such as the Oshkosh Area United Way's board as an adjunct board member. I've successfully completed multiple leadership development programs, and I have more than a decade of experience in the financial industry. My track record demonstrates hard work, humility, service to communities, and proven leadership.

As someone who owns rental properties, I understand what it means to operate a business in one of the toughest industries, and the importance of businessowners focusing on affordable housing for the people that live and work in our community. In addition, I believe deeply in the necessity of making it affordable to establish a business and operate it in the city of Oshkosh, which will contribute to our local economy. I know firsthand the importance of how ineffective policies and ordinances affects both businessowners and consumers.

3. What are your top priorities for the City of Oshkosh, and how do you plan to achieve these goals as a member of the City Council?

My top priority is continuing to strengthen community connections and making sure residents and businessowners feel heard. As a council member, I have heard first hand that business owners and residents want a council that listens to concerns, be open to new ideas, and work collaboratively with businessowners. I plan to remain accessible to these business owners and residents, listen to their concerns, and work with city staff and community partners to find feasible solutions. Responsible economic growth and ensuring Oshkosh remains a place where people want to live, work, and raise a family is essential as well.

As a council member, I can advocate for strategic use of tools such as grant, infrastructure improvements, and partnerships that make it easier for businesses to grow in our community. Also, I can help remove barriers for small businesses by reviewing local regulations and licensing processes to ensure they are clear, efficient, and business friendly while still protecting public safety. Lastly, I currently serve as an ambassador for the community by working with developers, meeting with business leaders, and highlighting the city's strengths. Together, these actions allow me to use my council platform to set policies, and build partnerships and momentum for sustainable economic growth across the community.

4. Which areas of Oshkosh do you believe should be prioritized for economic growth, and what two or three key economic development initiatives would you champion on the City Council to support that growth?

There are several areas with strong potential for economic growth happening across Oshkosh. Such as, development in downtown, on the west side, the Sawdust district, and everywhere in between, and I believe all these areas should be prioritized for economic growth. These areas already have assets in place, and strategic investment can help build on that momentum. One initiative I would support is continued investment in downtown revitalization. A vibrant downtown supports local businesses, attracts visitors, and helps create a strong sense of community. Second, I would focus on supporting small business development. Small businesses are a key driver of local economic growth, and making it easier for entrepreneurs to start and expand businesses in Oshkosh should be a priority. Lastly, I would support efforts to attract and retain employers who provide stable, viable jobs. A strong local economy benefits everyone and helps ensure that Oshkosh remains competitive with surrounding communities.

5. It has been reported that the City of Oshkosh is considering purchasing City Center. What role do you believe the City of Oshkosh should play in the redevelopment of City Center, and how should the city approach the potential relocation of City Hall as part of its long term capital improvement planning?

As a current council member, I'm not able to comment on this question in detail. The City of Oshkosh is currently in negotiations regarding the potential purchase of City Center, and providing public commentary on the matter could unintentionally affect those negotiations. Out of respect for that process and to ensure the city is in the strongest possible position, it would not be appropriate for me to speculate or offer opinions at this time. That said, I have confidence in the process and in the city leadership and staff who are evaluating the long-term needs of the community. I trust that the city will continue to approach this responsibly and ultimately make a decision that reflects the best interests of Oshkosh and its taxpayers.

6. Municipalities across Wisconsin are increasingly exploring Fee for Service models as a way to fund programs that have traditionally been supported through the annual property tax levy. Do you support a funding approach like this? If so, what current city services would be appropriately funded as a Fee for Service? If a new Fee for Service is imposed, should property taxpayers receive an equal, proportionate tax levy credit?

Municipalities across Wisconsin are facing increasing financial pressures. Because of this, many communities are exploring alternative funding models, including Fee for Service approaches. I believe these models can be useful in certain situations, particularly when there is a direct relationship between a service and the people using that service. However, core services that benefit the entire community, such as public safety and basic infrastructure, should continue to be funded through the general tax levy. In addition, it's important that the city remain mindful of the financial impact these fees have on residents and businesses.

7. The City created its stormwater utility in 2003 to manage runoff and comply with environmental regulations. Residential properties are charged for one Equivalent Runoff Unit (ERU), while non residential parcels pay based on the amount of impervious surface they contain. The fee has increased from \$19.10 per ERU in 2003 to \$243.84 in 2025, with a projected 1.1% increase in 2026. Do you find this rate of increase acceptable? Do you believe that similar increases over the next 20 years would be acceptable? Please share any ideas you have for controlling the long term growth of stormwater utility fees.

The stormwater utility plays an important role in protecting water quality, maintaining infrastructure, and ensuring the City of Oshkosh complies with environmental regulations. While increases over time reflect rising infrastructure costs and regulatory requirements, it is important that the city carefully monitor expenses and keep rates reasonable for residents and businesses. Rather than assuming similar increases over the next 20 years, the city should focus on controlling long-term costs through efficient system management, strategic infrastructure investments, pursuing state and federal funding opportunities, and encouraging development practices such as green infrastructure that reduce runoff and lessen the burden on the stormwater system.

8. Commercial properties in Oshkosh saw an average 22% increase in assessed values in 2025 following the latest reassessment process last year. This resulted in higher tax bills for many. In your opinion, is this acceptable

and what would be the best avenue for you as a city council member to communicate important issues such as this to taxpayers?

Reassessments are meant to ensure that property values reflect current market conditions, so some changes are expected over time. However, when businesses and property owners see large increases like the 22% average reported in 2025, it's understandable that many are concerned about the impact on their tax bills. As a council member, I believe transparency and communication are essential when changes like this occur. Residents and business owners deserve clear explanations about how assessments work, why values changed, and what it means for their taxes. I will ensure I am proactively sharing that information through public meetings, community forums, and clear online resources.

9. With a low unemployment rate and strong local economy, many employers report difficulty attracting and retaining talent. What role should the city play in attracting new residents and ensuring that Oshkosh remains an appealing place to live and work?

Cities play an important role in creating the kind of environment where people want to live and work. While employers are responsible for recruiting talent, local government can support those efforts by ensuring the community remains safe, affordable, and welcoming. That means investing in quality-of-life amenities such as parks, safe neighborhoods, and a vibrant downtown. It also means supporting economic development and housing growth so that people who want to live in Oshkosh have the opportunity to do so. Oshkosh already has many strengths, and as a council member, I would focus on building on those strengths and continuing to move Oshkosh forward as a place where people want to build their careers, raise families, and invest in the community.

10. A housing study completed for the City of Oshkosh in March 2022 projected that the city will grow by more than 3,200 residents by 2030, requiring the construction of nearly 1,700 new housing units. While Oshkosh has made meaningful progress, a significant gap remains. What do you see as the primary barriers to expanding the housing stock in Oshkosh? What steps would you take to support the development of additional workforce housing in the community?"

One of the biggest barriers to expanding housing supply is the cost and complexity of development. Rising construction costs, infrastructure needs, and regulatory processes can make it difficult for developers to build new housing. Addressing this challenge will require collaboration between the city, developers, and community stakeholders. The city can help by ensuring permitting and approval processes are efficient and predictable, encouraging

responsible development in areas where infrastructure already exists, and supporting partnerships that make housing projects financially feasible. In addition, workforce housing is important because it helps ensure that the people who work in Oshkosh, teachers, healthcare workers, service employees, and young professionals, can also afford to live here. If we want to continue growing as a community, expanding housing opportunities will be an essential part of that effort.

11. If elected to the City Council, how would you support Oshkosh’s business community and help create an environment where local employers can thrive?

As a council member, I would focus on maintaining strong infrastructure, supporting responsible economic development, and ensuring city processes are efficient and transparent. Small businesses in particular play a vital role in Oshkosh’s economy, and the city should work to make it easier—not harder—for entrepreneurs to start and grow businesses here. I also believe maintaining open communication with the business community is important. Business owners often have valuable insights about the challenges they face, and city leaders should be willing to listen and work collaboratively to find solutions that benefit both businesses and the broader community.

12. What specific issue or challenge would you most like to address as a City Council member, and why is this issue particularly important to you?

One of the issues I care most about is ensuring Oshkosh continues to grow in a responsible and sustainable way. Growth is important because it strengthens the local economy, expands opportunities for residents, and helps maintain the city’s long-term financial stability. At the same time, that growth needs to be managed thoughtfully so that it benefits the entire community. That means supporting economic development, expanding housing opportunities, maintaining strong city services, and ensuring the city remains fiscally responsible. My goal is to bring practical, people-first leadership to the council—focusing on decisions that move Oshkosh forward while keeping the needs of residents and businesses at the center of the conversation.