

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

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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?

For more than a decade, I have been working in commercial real estate development and finance, managing multimillion-dollar budgets with complex operations and leading strong and collaborative teams. My work has provided the opportunity to partner directly with municipalities across Wisconsin on projects ranging from ground-up development to value-add renovations and redevelopment initiatives.

My professional and civic experience sits at the intersection of public-private investment, the built environment and economic development. Through this work, I have developed a strong understanding of how local government decisions influence development feasibility, operating costs, workforce stability, and investment confidence.

These experiences shape my approach to public policy, with a focus on long-term value, fiscal discipline, and responsible economic growth that produces real results. I understand that the decisions made by City Council directly affect employers, residents, and investors, and I would approach each vote with that responsibility firmly in mind.

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 priorities are modernizing our zoning code to expand workforce housing, strengthening economic development to grow the tax base and reduce levy pressure, and ensuring efficient and accountable city government. I will focus on zoning reform and a streamlined permitting process, strategic use of development tools such as TIF, long-term capital planning, and disciplined budgeting to support sustainable growth and make Oshkosh competitive.

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?

Priority areas include downtown redevelopment, strategic infill sites with existing infrastructure, and continued expansion of our industrial and manufacturing opportunities.

Key initiatives I would support include zoning modernization, responsible and targeted use of TIF to catalyze investment, and regulatory streamlining that makes it easier for businesses to either expand or relocate to Oshkosh. These efforts will support job creation, workforce growth, and long-term tax base expansion.

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?

The City should act as a strategic partner in redevelopment, not a permanent property holder. Any potential acquisition of City Center must be financially disciplined, transparent, and aligned with long-term capital planning.

Relocating City Hall should only be considered if a lifecycle cost analysis demonstrates clear long-term operational and financial benefits. Any decision on this issue must prioritize fiscal responsibility while ensuring the city continues delivering high-quality services.

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?

Fee-for-service models can be appropriate for either optional services or services with very specific usage if implemented transparently and fairly. Core government services should remain levy supported.

Any new fees should be evaluated alongside potential levy adjustments to maintain balance and predictability for taxpayers. Ultimately, the best way to relieve our tax levy pressure is by expanding the tax base through responsible growth and attracting net new construction by maintaining a business-friendly environment.

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.

Environmental compliance is essential, but the long-term growth of stormwater fees must be carefully managed. I support stronger long-term capital planning, maximizing grant opportunities, improving project coordination, and encouraging private mitigation strategies that reduce system demand.

We should also review third-party contracts currently used for regulatory compliance to ensure the city is receiving the best value. Oshkosh's water and utility costs are among the highest in the state and improving the efficiency and long-term resilience of our water and stormwater systems should be a priority.

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 should reflect market conditions and treat properties equitably, but large increases can create real planning challenges for businesses and residents.

City leadership must communicate proactively and transparently about reassessments and continue working to grow the commercial tax base to reduce concentrated tax burdens. Predictability and transparency are essential for a strong economy and more consistent reassessment practices can help avoid the volatility we experienced in recent years.

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?

The City's role is to create an environment where people want to live, work, and build their careers. That includes supporting workforce housing, maintaining reliable infrastructure, investing in quality-of-life amenities, and ensuring predictable governance.

Across the Midwest, employers are competing for talent. Housing availability, vibrant neighborhoods, and community stability are critical factors in attracting and retaining workers.

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?"

The primary barriers to expanding housing in Oshkosh are our outdated zoning code, infrastructure alignment challenges, and regulatory complexity.

I support zoning modernization, streamlined approvals, and coordinated infrastructure planning to accelerate workforce housing development and promote more housing supply. Addressing these issues is one of my top priorities and is essential for making Oshkosh competitive home for national talent and continued economic growth.

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?

I will support predictable regulations, disciplined budgeting, strategic tax base expansion, and infrastructure investments aligned with key business corridors. A stable, efficient, and transparent city government creates the conditions where both residents and employers can succeed.

Oshkosh needs leadership that understands how public policy decisions directly affect the balance sheets of our local businesses. At the same time, we must recognize the vital role those businesses play in creating jobs, strengthening our local economy, improving our quality of life, and investing back into our community. My goal is to help foster a business environment where

companies feel confident growing, investing, and building their future in Oshkosh.

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?

Long-term financial sustainability is the most important issue facing our city. By modernizing zoning, supporting smart targeted growth, and governing efficiently, we can expand the tax base, control long-term costs, and ensure the City of Oshkosh remains competitive and affordable for businesses and residents alike.