

1. Fire and Emergency funding:

How would you propose to equalize fire and emergency services funding between North and South Walton?

It is evident that there are inequities in funding between fire departments. It is obvious that the South County carries most of the burden of the funding of all fire/emergency services. Those districts that are paying for their own fire protection through a special assessment should not be double taxed for the other districts. In order to better equalize fire/emergency services funding between North and South Walton County, I would first propose a special workshop to include all stakeholders. The fire districts and all associated departments should meet with the County Commission for an open discussion. All parties need to first review Chapters 189 and 190 of the Florida State Statutes pertaining to special districts. It is paramount that public participation is highly encouraged through all avenues of advertisement. The taxpayers are the true stakeholders in this issue. Together I believe that Walton County has the resources to develop and implement a plan that is fair and equitable to all and to assure the highest level of service.

Do you favor or oppose requiring owners of vacant or farm land to pay for fire protection?

Favor  Oppose

2. Tourist Development Council:

a. Do you favor or oppose placing the TDC Executive Director under the County Administrator?

Favor  Oppose

Although I favor placing the TDC Executive Director under the County Administrator to encourage another level of protection, I do believe that this should never impair the TDC a direct line of communication to the County Commission, which is the ultimate authority over all TDC issues.

b. Do you believe the TDC Board should have more authority over TDC decision-making? If so, would you favor or oppose changing the statute to enable this?

Favor  Oppose

Again I believe that the final authority to all TDC issues should lie with the county commission. The Florida Statute directs this and I support the statute as written.

c. Do you favor or oppose allowing the TDC Board to decide the number of Board meetings each year?

Favor  Oppose

d. Do you favor or oppose requiring the BCC representative to the TDC Board be a Commissioner representing a South Walton District? If in favor will you vote to require the same?

Favor  Oppose  
 Favor  Oppose

e. Do you favor requiring the TDC to have public workshops as is finally to be done in the proposed "Discovery Center" as a necessary prerequisite to any engagement of outside agencies/contactors as was already done in the present case?

Favor  Oppose

f. Do you favor or oppose the use of TDC funds for use north of the Bay? Please explain your answer.

Favor  Oppose

In keeping with Florida State statutes, Chapter 125.0104 and Chapter 212 I believe TDC tax revenue should be spent within the taxing district to promote and advertise tourism in the State of Florida, nationally and internationally; however, if tax revenues are spent for the attraction of tourists outside the taxing district it should be considered and approved on a case by case basis. I believe this is the case here in Walton County with the funding of the E.O. Wilson Biophilia Center. While outside of the taxing district, it provides support of tourism in the area of eco tourism that is not provided within the district. I support this TDC funding to the center. They are required to submit documentation of how many tourists the center attracts and other vital information. Those visiting the center are staying in beach hotels and it gives these visitors the opportunity for an incredible activity outside of the beach experience highlighting other natural resources here in Walton County.

g. Do you favor or oppose requiring that all documents produced in the conduct of TDC business, including specifically those produced by and in the custody of outside contractors such as advertising and marketing firms, should be made publicly available in their entirety monthly?

Favor  Oppose

h. Do you think the TDC operates with too much independence, about the right amount of direction, or not independent enough?

Too much  About right  Not independent enough

This area may need some adjustments and must be reviewed periodically always keeping in perspective that the county commission is ultimately responsible.

### 3. BCC Role

a. Should Commissioners have individual discretionary accounts for unbudgeted discretionary expenditures?

\_\_\_\_\_ Yes  No

It is my opinion that there should be no unbudgeted expenditures whatsoever. If the need arises, there are provisions for budget amendments. Although these amendments may be for the benefit of a certain district, the total commission can make the determination of need. The only area I can think which may prompt this question is that of recreational plat fees. Fees collected for this purpose in a particular district should be spent in that district. If the district commissioner requests to use these funds in a particular manner, I still believe they can bring the issue to the total commission for approval.

b. Should Commissioners micromanage county employees, or restrict their role to policy-making, budgeting and oversight of management?

\_\_\_\_\_ Micromanage  Restrict to Policy & Budget Oversight

c. Have the numerous early terminations of department heads and administrators been a good thing for Walton County? Please explain.

\_\_\_\_\_ Yes  No

Seldom is turnover in an organization a good thing. It is expensive and not good for the morale of employees. There were some philosophical issues with the recent firing of the county administrator. Before a new administrator or any other position is hired in Walton County, each commissioner must be comfortable that all are working toward a common goal. It is essential all parties work together for the benefit of the entire county assuring proper lines of communication are open.

d. Do you favor or oppose allowing the office of the County Attorney re-organizing both itself and various county procedures and policies as exemplified by the recent proposals by Toni Craig? If opposed please explain.

\_\_\_\_\_ Favor  Oppose

The County Commission should direct the policies and procedures of Walton County. The county attorney should be allowed to draft these documents for legal clarity only with the direction and approval of the Board of County Commissioners. The county commission, not the attorney's office, should also direct any re-organization of the office of the county attorney.

e. Do you favor or oppose using in-house legal vs. outsourcing? If opposed, please explain.

Favor \_\_\_\_\_ Oppose

I am in favor of using in-house council on all issues possible. It is the most expedient and cost effective method. There are certain issues such

as employment and special litigation when it becomes necessary to hire greater and more specialized expertise. On these occasions the special council should be required to go through an RFP process. The entire Board of County Commissioners should approve each individual engagement.

f. Do you favor or oppose in house or outsourcing for road maintenance?  
      X       Favor                      Oppose

I am in favor of using in house employees for road maintenance whenever possible. Again I believe that it is the most expedient and cost effective method. If our tax dollars are being spent on wages for local personnel then they will in turn spend their salaries in our county. Whenever the project dictates using outsourcing, it is important we offer a local preference by giving extra consideration to companies that have local offices. When this is necessary we need to make it clear that we prefer that the company uses local residents for their workforce whenever possible.

g. What other changes would you make to improve county government and the role of the BCC?

When hiring a new county administrator, I believe the Commission needs to make it perfectly clear weekly meetings must be held with all department heads. The Administrator must know that he or she must communicate with all commissioners daily. I would implement a program whereby department liaisons would be assigned to specific commissioners to be rotated yearly. These liaisons should promote more direct lines of communication between departments, constitutional offices, the TDC, and special taxing districts. Thus the commission would have greater control over budget issues in the day-to-day operations to report back to the entire board.

h. How would you improve transparency in Walton BCC processes?  
Each and every county commissioner has the opportunity through the Florida Association of Counties to attend educational training sessions. If elected I will attend these sessions and all available training and encourage commissioners and county staff to attend. Understanding and implementing all aspects of the Sunshine Law is the first step to insure transparency. In areas of greatest importance I believe the commission must use all available avenues to inform the public of its meetings even if this involves expending money. In consideration of important issues, I believe workshops are the highest benefit so the commissioners can truly grasp the input of all citizens before voting. In a public hearing or any forum, I vow to stay as long as it takes until all citizen input has been presented. I will be a full time commissioner with easy access so the public feels welcome voicing their concerns. As a commissioner in the past I have had “cookies and conversation” meetings at various locations

in the county. If elected I will continue this process of making myself available. Public records laws will be strictly adhered to and I will present any documents as requested to avoid unnecessary lawsuits.

i. Would you support term limits for Commissioners?

Yes  No

i. Would you support an encompassing code of ethics and appropriate penalties, including suspensions as necessary, for Commissioners?

Would you include the public in that process, and if so, how

Yes  No

Yes  No

If a commissioner can't follow state law he or she may face an ethics violation. The ethics commission has sanctioning powers including steep fines and removal from office by the Governor. I would encourage and support the creation of a local code of ethics. In the past I have enlisted the assistance of the senior professionals group at Okaloosa Walton State College. This is a group I am confident could draft this ordinance with public input.

#### 4. Budgeting

a. Do you favor a Balanced Budget Resolution, which keeps reserves off-limits except in emergencies?

Favor  Oppose

There should be a ten percent reserve in the budget for emergencies at all times. For example if a hurricane or other natural disaster occurs these funds will have to be expended long before FEMA will reimburse. We saw this happen when the reserves were tapped following the BP oil spill.

b. Do you understand "Zero Based" budgeting? Please detail your experience in budgeting.

Favor  Oppose

As a commissioner in Okaloosa County, I voted in favor of "zero based budgeting" and found it to be very effective. Finance is becoming more and more difficult. We must all be cognizant that tax monies must be spent in the most responsible manner possible. When I have served as an elected official, the councils and commissions either keep the millage rate the same or lowered it to the roll back rate. I have managed multi-million dollar budgets in government as well as budgets in my own small businesses.

c. Do you favor zero-based budgeting and public input?

Zero Based budgeting  Favor  Oppose

Public input  Favor  Oppose

d. Do you favor or oppose internal auditing of all BCC departments?

Favor  Oppose

e. If projected revenues are exceeded by projected expenditures, do you favor raising taxes or cutting proposed expenditures?

Raise Taxes  Cut expenditures

f. What are the most important priorities in budgeting?

As the economy is very challenging right now, we must do everything in our power to protect the tax base as well as other revenues such as: TDC revenues, fines and forfeitures, permitting fees, and revenue sharing such as gas taxes and state and federal grants. As a county we should oppose any unfunded mandates placed on counties by the state and federal governments. By providing economic opportunities, Walton County can protect and nurture its economic structure. As a priority we should insure that each and every expenditure is an absolute necessity. Public safety and the growth of infrastructure should be considered top priority.

g. Do you support development of a strategic plan and annual reviews thereof for planning for the organizational and financial planning needs of the county?

Yes  No

## 5. Infrastructure

a. Please list in order of importance your priorities for infrastructure development in Walton County?

1. The four-laning of 331 from Hwy 98 to I-10 and widening of the Wells Bridge.
2. Maintenance of all existing roads and paving of unpaved roads.
3. Maintenance of all public buildings.
4. More north/south roads connecting 30-A to Hwy 98 east of Hwy 395 to provide better traffic flow and hurricane evacuation.
5. Hwy 331 widening to 4 lanes from I-10 to the Florida/Alabama line.
6. Hwy 20 widening to 4 lanes for better traffic flow and hurricane evacuation.
7. Improvements on Hwy 98 and 30-A providing better traffic flow and safety to include access management and synchronization of traffic lights.
8. Attention to promoting and improving Walton County Industrial Parks to provide greater economic opportunities.
9. Maintenance and improvement to all storm water retention areas.
10. The successful resolutions of deficiencies at the TDC/ Visitors Center or relocation of the Center.

b. What recreational facilities for residents and guests do you believe Walton needs? How would you pay for them?

1. Parking, parks and picnic facilities at beach access ways, parks and boat launches. Funding: TDC revenue
2. Bathroom facilities at public places such as beach access ways and along nature and biking trails. Funding: TDC revenue, development fees, state and federal grants.
3. Parks, playgrounds and ball fields. Funding: Plat fees, development fees, state, federal and private grants.
4. More boat launches. Funding: Plat fees, development fees, state, federal, and private grants.
5. More nature and bike trails. Funding: TDC revenue, plat fees, development fees, state, federal and private grants.

## 6. Economic Development/Taxation

a. What ideas do you have for economic development in Walton County?

I believe Walton County can benefit best by providing economic development through the creation of enterprise zones and by offering tax abatements to expanding and existing businesses. Additionally we must provide incentive packages to include training opportunities in cooperation with local colleges and assistance in procuring state, federal and private grants. There are several industrial parks in the county and we need to focus on these as well as entertainment opportunities like restaurants and movie theaters. Walton County should work very closely with the Economic Development Alliance as well as Enterprise Florida. Not only should we concentrate on acquiring new business, we should work with existing business to allow them to expand. Our efforts for economic development should also include encouraging existing business in other locations to relocate here in Walton County.

## 7. Key Issues

Please list the 10 most important issues you think you need to address as a Commissioner.

1. Providing to the citizens of Walton County open and honest government. Providing the public with opportunity for input from some very brilliant minds that reside here in our county. We must restore the public trust.
2. Presenting a balanced, fiscally conservative budget.
3. Maintaining and improving infrastructure.
4. Providing more and higher wage job opportunities.
5. Providing services such as public safety and parks and recreation.
6. Planning for the future by formulating a Vision Plan.

7. Formulating a five-year capital improvement plan.
8. Assuring the land development code, comprehensive plan, future land use maps, and zoning maps are all in agreement.
9. Embracing our military community and encouraging expanded military presence in Walton County. Twenty percent of Walton County's property belongs to Eglin Air Force Base and this should equate to a greater military presence offering new jobs and real estate opportunities.
10. Lobby the State of Florida and the federal government to assure there are no unfunded mandates being placed on us at the local level. We should fight for every available revenue sharing dollar.