

Mayor Appointee Questionnaire

Please provide a typed response within this document to the following questions posed by Council Members. Please use a different font or color with your answer. Expand the document as needed.

1. Do you have any conflict(s) of interest that will direct your path as Mayor?

No.

2. Share your opinion on the City of Nampa potentially transitioning from a Mayoral – managed form of government to a City Manager - managed form of government and the reasons for supporting or not supporting.

I believe the City of Nampa is a large enough enterprise that the operations would be best handled by someone with experience, knowledge, and understanding of the complexity of a municipality.

There are pros and cons to having a City Manager, however, I believe the pros greatly outweigh the cons. Some pros include the ability to select an individual with the best skills and abilities to lead forward the business operations of the city. It provides for significantly more stability for the enterprise and eliminates the risk of a lack of business and city acumen.

3. a) Please share your opinion on running an override levy for police funding needs and a second one for infrastructure replacement (water, sewer, storm drain, intersection upgrades), and whether you would support a levy override and encourage the voters to pass them.

It is greatly recognized that we need to address long-standing deferred maintenance within the city's assets, I believe this is beyond just our infrastructure and should include our facilities.

Once a comprehensive analysis of these areas is complete and a realistic timeline is produced on the capacity to complete the needed work, and if the resources are needed beyond current budget and reserves, I fully support going to the public to seek their support to enhance and replace our aging infrastructure.

Consider Mayor Hogaboam's post from March 17 on deferred maintenance:

"For some context on deferred maintenance challenges, this picture is what's been on our city website about asset management. Going back to budget years 2018, 2019, and 2020, the city made incremental increases in each year as part of the plan (to get up to \$2.16M in property tax allocation to streets in FY21). Over the last 6 fiscal years, the city made one incremental increase. The current contribution is \$2.56M. As you can see, the goal was to get to \$6M, and we're short of that goal, which means that with each successive year, we're falling behind on maintenance. We're not only behind, but this \$6M goal from years ago needs updating, and it's higher today than it was then. To be clear, this is a goal for "preventing decline."

For context, Caldwell allocates more property tax dollars to their streets budget than us, even though they're about 60% our population size.

We are millions of dollars behind in accumulated deferred maintenance, plus millions behind every single year, just to stop decline. It's also important to note that new legislation passed in 2021 effectively prevented millions of dollars from being received by the city from new growth, which would've in large part dealt with this. The city made incremental increases 5 years in a row before the legislation, and has made only 1 increase since 2021 to fall far behind the maintenance goal."

On the public safety side of a levy, again, I believe it would be critical to fully evaluate the current employee retention and recruitment data and operational and equipment needs and budget capacity.

b) Please share your position on taking foregone (tax value not previously taken in previous years).

As responsible stewards of public resources, we must treat every dollar with care and accountability. When preparing budgets, it is both prudent and transparent to recognize that foregone taxes as an opportunity cost. Our community expects and deserves a high level of service, including safe neighborhoods, well-maintained roads, quality parks, responsive public safety, and reliable core operations. By fully incorporating foregone taxes into the budgeting process, we avoid understating the true cost of services, promote disciplined financial management, guard against unsustainable spending, and ensure we can deliver the level of service our residents deserve while maintaining long-term fiscal health.

I do not believe that a government who gets more money miraculously fixes all problems—so I'm not a fan of taking any additional tax dollars without a defined purpose of the funds. If, through the budget process, it is identified that using foregone allows for the city to deliver the essential functions it's obligated to do, then I would support the use of those funds. Deciding not to take revenues when we know we have a continued increase to deferred maintenance portfolio is not responsible government. In fact, as Mayor Hogaboam shared in a March 11, 2026 post:

Deferring maintenance is political malpractice. We owe our taxpayers an honest answer about when we'll fix failing infrastructure. We also must be honest that a "balanced" budget built on deferring maintenance is not a truly balanced budget; it's an illusion.

Governmental "balance" sheets don't list deferred maintenance as a liability, because GASB (Governmental Accounting Standards Board) classifies liabilities narrowly. The depreciation of an asset is more the relative condition of an existing asset with no obligation for replacement, unless legally encumbered as a restricted obligation.

A city can show strong reserves, low debt, clean audits, and, yet, be crumbling. This is why depreciating assets are often referred to as the "hidden liability," "silent deficit," or "shadow debt." It's real, but it's mostly invisible in the formal financial statements.

Deferred maintenance doesn't show up as a liability, because accounting rules only recognize what we legally owe, not what we morally owe. I'm committed to making the invisible visible, to cut straight with our citizens.

4. Please explain the duties of Mayor and the time commitment required to complete these duties. The duties of Mayor are wide and vast, while the authority of Mayor is limited in scope. Most individuals see the Mayor as the public facing individual representing the city. And while those are all true, the vast majority of the time of Mayor is running a very large enterprise.

While the city is very blessed to have the high-caliber staff, there is still the need to have someone who is the CEO. The Mayor is the individual ultimately responsible for the city's overall performance, direction, and success. They set the vision and strategy, provide leadership and culture, owns the accountability for performance and results, all-the-while serving as the face of the city on boards and organizations and representing the city at public functions and events.

Serving as Chief of Staff for two different Mayors, I've seen firsthand the amount of time it takes to do the entire job, and to do it well. I would say no less than 70 hours/week is what's required to serve as the CEO and public facing city ambassador.

Finally, it takes significant time to champion staff, lead a team of 800+ employees, 20+ directors, and leadership across every division. When this is put on the back-burner, organizations fail, those who are strong leaders leave, and organizational direction and strategy becomes missing. This becomes a very fine line of ensuring enough time is dedicated to maintaining appropriate involvement in the city operations, along with the public-facing functions, including spending time with constituents to remain grounded in the needs of our community.

5. Have you ever taken a public position on a controversial issue? If so, what was the issue and why did you choose to speak out?

I have had to make many public positions and decisions; however, they have not been controversial.

6. In your view, what realistic strategies can an interim mayor implement in the next 17 months to better align development approvals with infrastructure readiness, while working within budget restraints and state limitations on revenue growth?

Similar to any successful business, long-term goals must guide short-term decision-making. When we respond reactively to immediate challenges without considering our broader vision, we risk creating generational problems for the city. We are seeing the consequences of this approach today in our deteriorating infrastructure.

While the city has made progress in recent years by identifying critical assets and prioritizing replacements, for decades we failed to adequately budget for these needs. Whether due to competing priorities or simply avoiding difficult fiscal decisions, this shortfall has significantly increased our risks.

Working with Rick during his transition planning, we worked on a series of actionable items to approach city management—I believe this document should continue to provide a roadmap into both the short and long-term strategies.

Moving forward, the city must strategically determine where growth can best serve the community. Growth is beneficial—when it is the right type, in the right location, and at the right time. We must also prioritize factors that support stable home values, particularly neighborhood desirability and location. While many of these elements are beyond the city’s direct control, they remain well within our sphere of influence. Finally, we must continue advocating for meaningful legislative changes.

A state that claims to value local control should genuinely empower it.

7. Do you believe growth is a burden to home/business owners?

Similar to the answer above, if growth happens at the right time, in the right location, and in the right form, it is generally not a burden for homeowners or business owners. When those conditions aren’t met, it often becomes a burden.

For example, a new supermarket built in a heavily residential area can be a clear positive for both nearby homeowners and local businesses. It provides convenient access to goods, reduces traffic congestion from people driving across town, and can increase foot traffic that benefits surrounding small businesses.

I grew up in a small town in Idaho and have traveled the state extensively. I have seen the real impacts of growth firsthand. Growth brings challenges—such as increased strain on infrastructure, taxes, or changes in neighborhood character that can burden homeowners and businesses. At the same time, stagnant or shrinking populations create their own difficulties, like declining services, empty storefronts, and reduced economic opportunity. In the end, we must make the best decisions possible within the framework of the laws, funding, and staffing we have.

8. What are your thoughts on the current working dynamic between the Mayor and City Council? And, what recommendations would you offer for strengthening collaboration, communication, and effectiveness between the Mayor’s Office and Council?

A healthy working dynamic between the Mayor and City Council is essential for effective city governance. While the Mayor’s Office focuses on executive leadership, implementation, and day-to-day management, and the City Council serves a legislative and oversight role, representing constituent interests. These distinct functions should be viewed as complementary rather than competitive.

I would foster a collaborative approach grounded in shared leadership, where both sides work together toward common goals while fully respecting their separate responsibilities. At the heart of this is open and honest communication—through regular briefings, early consultation on initiatives, and transparent information sharing—which builds trust and reduces misunderstandings or public conflicts. By embracing shared priorities, joint problem-solving, and mutual respect for each branch’s authority, the Mayor and Council

can transform potential gridlock into productive partnership, ultimately delivering better results for residents.

9. Should the IH2C (formerly the Hispanic Culture Center) be repurposed for City of Nampa department/personnel needs?

Context is important for this question: Built in 2003 with a \$2.5 million federal EDA grant and city land contribution, the facility was envisioned as a community hub for job training, cultural programming, leadership development, and services strengthening Hispanic families while benefiting all of Nampa. The original concept of a third-party nonprofit operating the center ultimately did not succeed due to management and financial challenges, leading to a court-ordered transfer of custody to the city in 2023. As a result, the city is now directly covering ongoing operational and maintenance costs for the building.

A shared-facility collaborative model provides the strongest path forward. This keeps space dedicated to public events, nonprofit partnerships, resource programs, and cultural activities, while allowing integration of city staff in roles. Such a hybrid approach honors the center's founding vision, builds trust after the difficult transition, and maximizes the value of a taxpayer-owned asset.

Any final decision on the IH2C's future must follow a comprehensive analysis of the city's overall facilities needs, long-term capital planning, population growth projections, and preventative maintenance requirements.

Respect should be given to the Hispanic community and those invested in the facility as discussion and decisions are made.

10. Please explain your stance on inevitable growth, replacing old infrastructure, building new infrastructure and keeping up with demands for Public Safety.

I support smart growth, which requires systematically replacing aging infrastructure and building new capacity to meet rising demands in housing, energy, transportation, and resilience, all while treating public safety as non-negotiable.

However, the ability to do so face hard limitations because of revenues and competing priorities. Overextending spending beyond sustainable revenue growth risks fiscal instability, higher debt servicing costs, inflation, or diverted funds from other priorities. Therefore, choices must be disciplined—prioritizing high-risk infrastructure failures first, leveraging public-private partnerships and efficiency innovations to stretch dollars further, and sequencing projects based on rigorous cost-benefit analysis rather than attempting everything at once.

11. Do you believe Nampa is facing a spending problem or a resource shortage? What is the most effective way to address the balance between available resources and City spending?

Nampa is not necessarily facing a spending problem, but rather an overabundance of legitimate priorities competing for limited resources.

The city must address aging infrastructure, public safety needs, parks, utilities, and new demands from a growing population, all while operating under Idaho's restrictive revenue constraints. This creates a situation where everything feels important, stretching the budget thin and forcing difficult trade-offs. The most effective way to achieve balance is through collective prioritization: residents, businesses, and city leaders working together via transparent community input, clear ranking of core essentials (like roads, water, and safety) over nice-to-have projects, reassessing impact fees so new growth pays its share, and regular reviews to focus spending on what matters most right now. This shared approach avoids simplistic "cut everything" or "tax more" solutions and builds long-term sustainability.

12. Please describe how you would balance immediate safety and functionality needs (such as preventing failures in culverts and waterlines) against long-term planning, while working collaboratively with the City Council under tight fiscal restraints.

Balancing immediate safety and functionality needs—such as preventing failures in culverts and waterlines—with long-term infrastructure planning under tight fiscal restraints requires a disciplined, risk-based approach and close collaboration with City Council.

I would review our existing infrastructure needs/plan and seek input for a transparent prioritization framework that scores projects by safety risk, service impact, regulatory requirements, and cost, ensuring critical threats like imminent culvert collapses or waterline breaks are addressed first through rapid assessments and, where appropriate, temporary stabilization measures to buy time for permanent fixes. At the same time, I would support the continued focus on our long-term goals by reviewing and maintaining the rolling five-year Capital Work Program that sequences urgent repairs alongside preventive maintenance and resilience upgrades, maximizing resources through grants (when smart), operational efficiencies, bundled projects, and strategic phasing to control costs. Working collaboratively with Council, I would provide clear, data-driven reports and scenario options outlining trade-offs, seek their early input on acceptable risk levels, and maintain open communication to build consensus and help explain decisions to the public, while tracking key performance metrics to continuously refine the approach and avoid costly emergencies down the road.