



**What skills, qualifications, abilities do you possess that would make you an effective Commissioner?**

My unique background would be an asset to Manatee County BCC. I hold an undergraduate degree in Political Science and an MBA with an emphasis on security, providing a solid foundation in governance and public policy. I have led teams of engineers on projects hardening infrastructure against adversaries, ensuring the resilience of essential services. My work in cyberattack forensics and managing large IT budgets has equipped me to oversee and improve our county's infrastructure. As a liaison between C-suite executives, clients, and engineers, I excel in communicating complex technical information, bridging gaps between the public, county staff, and stakeholders. I believe diversity fosters innovative solutions and am committed to inclusive leadership. My expertise in infrastructure security and financial management, combined with strong communication and leadership abilities, enables me to effectively serve Manatee County with integrity and transparency.

**2. There's been considerable controversy about Board decisions in the last two years. Which, if any, would you revisit if possible and why?**

The BCC has made several controversial decisions in the last two years, but two stand out: weakening wetland protections and reducing impact fees for developers. Wetlands are crucial for maintaining our environmental health. They act as natural water filters, reduce flood risk, and provide vital wildlife habitats. By allowing development in these sensitive areas, we risk long-term environmental damage. I would revisit this decision to reinstate and strengthen wetland protections, ensuring sustainable development that preserves our natural resources. Reducing Impact Fees for Developers: Impact fees are essential for funding the infrastructure needed to support new developments. Reducing these fees shifts the financial burden from developers to taxpayers, undermining our ability to maintain and improve infrastructure. I would advocate for reinstating higher impact fees to ensure developers contribute their fair share to the community.

**3. What do you see as the three most important issues facing Manatee County? Select one of these problems and explain how you would like to solve it.**

The three most important issues are environmental protection, infrastructure development, and transparency in governance. Environmental Protection: Our natural environment is under threat from overdevelopment. Preserving wetlands and habitats is crucial for biodiversity and flood prevention. Infrastructure Development: Rapid growth has strained our infrastructure, leading to traffic congestion and aging facilities. Investing in smart traffic solutions and hardening utility departments' industrial control systems (ICS) is essential for resilience and efficiency. Transparency in Governance: Ensuring transparency is vital for public trust and accountability. Residents deserve clear insights into decision-making and fund utilization. To address infrastructure, I propose

implementing smart traffic solutions, such as adaptive signal control and real-time traffic monitoring, to reduce congestion. Also hardening our utility departments against cyber threats will protect essential services.

**4. How will you connect with the constituents you will serve in order to understand their views?**

I am dedicated to being an accessible and responsive Commissioner. I believe in the power of listening, learning, and leading with empathy. To truly understand the needs and concerns of our community, I will hold regular town hall meetings, create open forums, and maintain active communication channels through social media and newsletters. I am committed to being a visible presence in the community, attending local events, and meeting with residents face-to-face. I will establish a feedback system that ensures every voice is heard and considered in the decision-making process. By fostering an open dialogue and building trust, I aim to lead with transparency and integrity. If given the opportunity, I promise to be a Commissioner who listens to and learns from our constituents, ensuring their views and needs are at the forefront of governance