

Letter of Interest

Mark Alan Blackburn
2322 Timberwood Lane
Lebanon, Missouri 65536
417-664-3237
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July 9, 2017

Mayor of Lebanon, Missouri

Dear Mrs. Starnes,

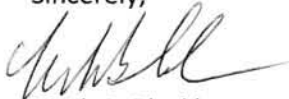
I am interested and intend to apply for the Mayoral position in Lebanon, Missouri.

I have a Bachelors Degree in Psychology and am currently pursuing a Masters in Management and Leadership from Webster University.

My resume, enclosed, contains information of previous employers, my experience, responsibilities, and skills.

Thank you for your time and consideration. I look forward to talking with you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark A. Blackburn', written in a cursive style.

Mark A. Blackburn



MAYORAL APPLICATION

Name: Date:

Home Address: City: Zip:

Mailing Address: (if different) City: Zip:

E-mail Address:

Cell Phone: Ward lived in:

Home Phone: Length of Residency in Lebanon:

Occupational Status and Background:

What skills do you possess that you feel would make you a good Mayor?

Why do you wish to serve as Mayor?

Organizational Affiliations:

Do you, or does your firm or place of employment do business with the City? Yes No If yes, please describe:

Per RSMo 115.306.1, I declare that I have not been found guilty of or pled guilty to a felony or misdemeanor under the federal laws of the United States or to a felony under the laws of this state or an offense committed in another state that would be considered a felony in this state.

Per RSMo 115.306.2, I declare that I am not delinquent in the payment of any state income taxes, personal property taxes, municipal taxes, real property taxes on my place of residence as listed below and I am not an officer of a fee office that owes any taxes to the state.

I, the undersigned, a resident and qualified voter of the county of Laclede and State of Missouri, do hereby submit my candidacy for Mayor. I declare that I meet all qualifications for the office of Mayor under the Missouri Constitution, RSMo, and City of Lebanon ordinances.

Signature:
(type name if
submitting digitally)

Mark A. Blackburn

Please return this application, your resume, and your letter of interest in person, by mail, or by email to:

City Clerk
401 S. Jefferson
Lebanon, MO 65536
lgstarnes@lebanonmo.org

MARK A. BLACKBURN

EDUCATION:

BA, Psychology, Columbia College, 2006

AA, General Studies, Central Texas College, 2004

TOTAL YEARS' EXPERIENCE: 32

EXPERIENCE:

Field Service Representative, BRTRC, Jun 2016 to Present

Performed duties as a field service representative (FSR) and trainer for the XM7 Spider Munitions System, Husky Mounted Detection System (HMDS), and Hand Held Initiative (HHI) while deployed to Afghanistan (OEF) OCONUS and CONUS supporting the Program Manager Close Combat Systems (PM-CCS). Responsible for performing major and minor repairs, preventive maintenance checks and services to determine serviceability and correct malfunctions, as well as system testing and software upgrades. Provided system overview briefings to unit commanders, provided new equipment training (NET) as well as doctrine and tactics training (DTT) to deployed soldiers, coordinated and provided live fire demonstrations for company commanders. Organized operator training through the brigades and reviewed training support packages, provided technical and tactical instruction, prepared and shipped equipment for training to various locations within theater. Provided 40 hour HMDS Operator Course to students at the Counter Explosive Hazard Center (CEHC) at Fort Leonard Wood.

Program Specialist, BRTRC, Jun 2014 to May 2016

Provided expert knowledge on all aspects of the Husky Mounted Detection System (HMDS) to the Product Manager Counter Explosive Hazard (PdM-CEH). Provided professional guidance in the development of the new Operators Technical Manual for the HMDS Gen IIE. Prepared all documents of the Program of Record HMDS and V1 Trainer Operator Course which included writing the Program of Instruction consisting of, the Training Support Packet, slide presentation, Lesson Plans, Quick Reference Guide, TM 5-6665-416-10, Instructor and Student Guides, and a visitor's desk reference. Attended numerous Training Support Packet events and provided input thereby ensuring the customer had the necessary information to make informed decisions.

Deputy Program Theater Manager, BRTRC, Sep 2013 to May 2014.

Performed duties as the Deputy Program Theater Manager for Program Manager Close Combat Systems (PM-CCS) while deployed to Bagram, Afghanistan (OEF). Prepared and presented all daily situational reports verbally to the PEO AMMO Liaison and provided weekly written reports for all maintenance actions and Soldier training performed to PM-CCS and PEO AMMO. Prepared a Maintenance Analysis worksheet for PEO AMMO to be used in projected workforce development. Directed 60 personnel, located on six different FOBs throughout Afghanistan, on all aspects of their duties and responsibilities, including maintenance actions and retrograde operations. Planned and coordinated training for all program personnel in order to meet contractual requirements. Responsible for programs

including retrograde actions under PM-CCS including, HMDS, Spider, Handheld Initiative (HHI), and ECP. Kept the Program Theater Manager apprised of all actions performed and assumed his duties in his absence.

Field Service Representative, BRTRC, Apr 2013 to Aug 2013.

Performed duties as a field service representative (FSR) and trainer for the XM7 Spider Munitions System while deployed to Afghanistan (OEF), supporting the Program Manager Close Combat Systems (PM-CCS). Responsible for performing major and minor repairs, preventive maintenance checks and services to determine serviceability and correct malfunctions, as well as system testing and software upgrades. Provided system overview briefings to unit commanders, provided new equipment training (NET) as well as doctrine and tactics training (DTT) to deployed soldiers, coordinated and provided live fire demonstrations for company commanders. Organized operator training through brigades and reviews training support packages, provided technical and tactical instruction, prepared and shipped equipment for training to various locations within theater.

Instructor/Trainer, BRTRC, Feb 2013 to Apr 2013.

Served as an Instructor/Trainer for Product Manager Countermine and Explosive Ordnance Disposal (PM-CM & EOD) Husky Mounted Detection System (HMDS). Provided a 40 hour HMDS Operator Course to students at the Counter Explosive Hazard Center (CEHC) at Fort Leonard Wood. Installed and maintained the GPR systems by diagnosing electronic and hydraulic issues then applying a fix to the problem. Maintained GPR Systems relying on my considerable knowledge of the principles of electronics which ensured my ability to read and interpret complex electronic schematic and wiring diagrams. Also, my considerable knowledge of the methods, materials, and tools used in the construction and repair of electrical and electronic equipment ensured the systems were functioning properly and prepared for use.

Site Fielding Manager, BRTRC, Apr 2012 to Jan 2013.

The Site Fielding Manager for Product Manager Countermine and Explosive Ordnance Disposal (PM-CM and EOD) Husky Mounted Detection System (HMDS). Overseen the day-to-day fielding operation with a ten to fifteen personnel contractor fielding team, composed of system trainers, installers and maintainers. Also coordinated actions with onsite U.S. government, U.S. and allied military personnel, the local Contracting Officer Representative (COR) and other staff. Developed, executed, and managed fielding, installation, training, and maintenance activities in a highly fluid and fast-paced environment. Coordinated contractor fielding support across several remote sites to deliver professional fielding and sustainment services. Communicated with training & site managers at multiple sites to address new initiatives pertaining to expectations and best practices to improve processes and functions. Served as a liaison between PM-CM&EOD, U.S./allied military organizations, consisting of four Task Forces with 14 units and 32 Route Clearance Patrols with 63 total HMDS-GPR systems on 14 Forward Operating Bases (FOB) and support contractor personnel consisting of 14 Forward Support Representatives on five FOBs spread throughout Regional Command South and Southwest Afghanistan from Pakistan to Iran. Creates, reviews, manages and

distributes relevant reports, such as productivity reports, training surveys, and operational/technical performance reports. Facilitates communication between the support contractors and PM-CM&EOD regarding recommendations for new policies, procedures, regulations, requirements, or expectations. Ensures trainers are effectively delivering approved training programs and information, monitors trainer effectiveness, and provides feedback for areas of training improvement. Documents and discusses course evaluation results from training classes with support contractor management. Accountable for all decisions, actions, and directives with respect to job responsibilities. Follows up in a timely manner to ensure customer satisfaction. Provides feedback to management concerning possible problems or areas of improvement. Makes recommendations to implement improved processes. Initiates, coordinates, and manages all intra-theater and inter-theater transportation as necessary to support site operations. Responsible for property accountability and for ensuring adherence to all applicable regulations, orders, directives, instructions, policies and procedures. Supervises electronic technicians and maintain an effective working relationship with other personnel. In addition, constructs, maintains, and repairs a variety of electronic instruments and equipment, including measuring and recording devices, and experimental systems. Experience building new electronic equipment from schematic designs; selects and lays out components; debugs and tests circuits. Participates in the design and modification of specialized electronic equipment for research purposes; provides technical advice on selection of components. Maintains, repairs, and calibrates electronics shop testing equipment. Maintains and repairs electronic computers. Considerable knowledge of the hazards and proper safety precautions of the work. Skilled in the use of standard electronics shop tools and instruments.

Instructor/Trainer, BRTRC, Apr 2011 to Apr 2012.

Serves as a Instructor/Trainer for Product Manager Countermine and Explosive Ordnance Disposal (PM-CM and EOD) Husky Mounted Detection System (HMDS). Provided a 40 hour HMDS Operator Course to students at the Counter Explosive Hazard Center (CEHC) at Fort Leonard Wood. Prepared the HMDS Operator Course which includes writing the Program of Instruction consisting of, slide presentation, Lesson Plans, Instructor and Student Guides, and a Visitors Desk Reference. Installed and maintained the GPR systems by diagnosing electronic and hydraulic issues then applying a fix to the problem. Has considerable knowledge of the principles of electronics with the ability to read and interpret complex electronic schematic and wiring diagrams. Has considerable knowledge of the methods, materials, and tools used in the construction and repair of electrical and electronic equipment.

Instructor/Trainer, BRTRC, Sept. 2007 to Apr 2011.

Served as a Unit Master Trainer for the Systems Training Integration and Devices Team, Capabilities Development Integration Directorate, United States Army Engineer School, Fort Leonard Wood, Missouri, supporting training at CONUS and OCONUS locations including Camp Victory, Iraq. As the Principal Trainer while deployed to Iraq from April 09 to present, provided subject matter expert instruction and advice, as needed, to active and reserve component students and their leadership via coaching, group discussion, lectures, and demonstrations using media and training aids thereby ensuring deployed units were prepared for their war time missions. Conducted, evaluated, and facilitated practical

exercises, and provided an after action review. Developed and reviewed training and educational products and materials, including Training Support Packages and Standard Operating Procedures as required. Worked closely with the Joint Improvised Explosive Device Defeat Organization (JIEDDO) ensuring Tactics, Techniques and Procedures (TTP) were properly implemented for units using the AN/PSS-14 while conducting missions in Iraq. Installed 12 mine training lanes at Camp Victory, Iraq and trained Training Support Center personnel on the Sweep Monitoring System at the Training Support Center at Camp Buering, Kuwait. Provided 40 hour Operator and Unit Master Trainer courses of instruction to E 5's and above who completed the Army Navy/Portable Special Search-14 operator training. Provided attendees with additional instruction on the Army Navy/Portable Special Search-14, explained their responsibilities as Unit Master Trainer, and emphasized how to establish and administer a Unit Training Plan. Instructed Soldiers how to construct training lanes, operate the Sweep Monitoring System, how to verify operator proficiency, and Preventative Maintenance Checks and Services skills. Provided information ensuring personnel can train and license new operators, and conduct annual training requirements thereby sustaining their unit's mine detection capability. Wrote the Cache Detection lesson plan and created the PowerPoint slide presentation that is currently being presented to students of the Unit Master Trainer Course. Planned, coordinated, and implemented the use of Training Area 190 at Fort Leonard Wood for the Army Navy/Portable Special Search-14 Operator and Unit Master Trainer Courses including setting up 12 standard training lanes and a 300 meter minefield marking fence. Compiled the Army Navy/Portable Special Search-14 PowerPoint slide presentations used by the Counter Explosives Hazards Center, United States Army Engineer School for Area Clearance Course and Search Course. Developed the Training Circular (TC) and Mine Training SOP. Set-up and conducted an informational display for the Pre Command Course (PCC) Officers using the Sweep Monitoring System and the Army Navy/Portable Special Search -14.

Researcher/Instructor, Battelle Memorial Institute, Sept. 2006 – Sept. 2007.

Served as part of the Countermeasures Division, Counter Explosive Hazards Center, United States Army Engineer School, at Fort Leonard Wood, Missouri supporting field requests for training at Fort Leonard Wood. The training prepares Soldiers to operate safely in order to execute their missions in support of the Global War on Terrorism, and to support international efforts to bring peace and stability to Iraq and Afghanistan. Provided primary instruction for the Route Reconnaissance Clearance Operations Course – Sapper, the Area Clearance Course and Alternate Instructor for the Improvised Explosive Device Defeat Train the Trainer Course. Conducted relevant and quality instruction to active and reserve component Soldiers in the area of countermine operations. Trained Soldiers the individual and collective knowledge and skills required to conduct route reconnaissance and clearance operations with robotic platforms when standard route clearance vehicles are not available. Conducted training for 109 Soldiers on how to employ the robotic platforms for explosive device detection and possible neutralization based on the commander's decision matrix. Responsible for eight Talon robots, four MARCbot robots, and one HD-1 robot with associated Improvised Explosive Device training aids valued at over one million dollars. Trained 48 Soldiers on the doctrinal knowledge relevant to plan and conduct area clearance operations to defeat explosive hazards including technical survey, landmine recognition and the manual clearance

technique. Trained 150 Soldiers how Improvised Explosive Devices are employed, how to identify potential Improvised Explosive Device sites and the Tactics, Techniques, and Procedures required before, during and after an Improvised Explosive Device threat has been identified. Provided subject matter expertise in engineer doctrine and training in the areas of counter-explosive operations. Supported countermine and counter booby trap individual and collective combined arms doctrinal development and training programs. Provided input on changes to countermine doctrine and functional courses based on emerging or changing threat. Reviewed lessons learned, threat tactics, techniques, and procedures, and after action review comments from forward deployed units to ensure they remain current with landmine/explosive hazards, booby traps, and improvised explosive devices affecting the total force. Reviewed countermine/counter explosive field manuals, graphic training aids, and Soldier training manuals.

Training Supervisor, 1st Engineer Brigade, Aug. 2003 – Mar. 2006.

Human resource manager and principal trainer for 120 personnel including the Instructor Certification, Development, and Recognition Program of 85 instructors and training developers. Maintained the unit's three Programs of Instruction and 77 Training Support Packages. Overseen the management of seven training facilities valued at over \$50 million dollars. Company subject matter expert on all aspects of training to include, conventional and unconventional demolitions, mine/countermine, complex and covert obstacle breaching, force protection, Unexploded Ordnance, Improvised Explosive Devices, Traffic Control Points, convoy procedures, combat operations, peacekeeping operations, use of night vision devices and scopes, numerous weapons systems, and Army Navy/Portable Special Search-12 Mine Detector.

Principal Trainer, 1st Engineer Brigade, Jun. 2004 – Sept. 2004.

Human resource manager for day to day operations of a widely dispersed organization consisting of 275 Soldiers and 107 civilian personnel assigned at multiple installations worldwide. Planned, trained, and managed overall welfare and advised and assisted higher levels of management on personnel administration issues. Advised and assisted the commander on the development and implementation of the safety policy, including risk management. Developed and assisted leaders in executing an integrated and comprehensive accident prevention program within the scope of the unit's mission. Researched regulations, guidelines, policies, directives, reports, and historical documentation for use in developing recommendations for improved operations or action processing. Represented the command at appropriate meetings, conferences, and briefings. Explained recommendations for changes in plans, and the necessity for key actions proposed. Maintained contact with operating officials, unit representatives, and other personnel to facilitate understanding, and to identify as well as eliminate problems. Prepared decision papers, gave oral presentations and briefings as necessary. Prepared and wrote operations orders, decision papers, gave oral presentations and briefings as necessary. Exercised delegated authority to oversee the overall planning, direction, and timely execution of the administrative programs and operations, visual information projects and programs, business operations, etc. Served as a safety and occupational health specialist with responsibility for planning, organizing, implementing and monitoring continuing assignments that require the development and evaluation of diversified safety programs and procedures. Organizations serviced had a combination of high risk

operations resulting in significant safety problems. Planned, organized, and analyzed results of comprehensive surveys of all area and operations. Developed or improved safety standards and procedures. Investigated hazardous conditions, practices, equipment, to identify and analyze the nature and severity of hazards and possible remedial actions. Ensured that abatement procedures were implemented. Consulted with subject matter specialists and managers about changes in work processes and proposed methods to eliminate risks and control hazardous conditions. Safety functions performed in a wide variety of occupations and situations. Advised and assisted the commander on the development and implementation of the safety policy, including risk management. Developed and assisted leaders in executing an integrated and comprehensive accident prevention program within the scope of the unit's mission.

Training and Doctrine Development, 1st Engineer Brigade, Aug. 2002 – Jul. 2003.

Instructor/Writer and Site Chief for the Common Engineer Training course. Supervised eight instructors in the training and testing of over 2,600 personnel annually in the combat engineer specialty. Wrote and validated 14 Training Support Packages and enforced safety standards during all aspects of training including live explosive demolitions training. Ensured tests were controlled and properly administered. Division subject matter expert on all aspects of training to include, conventional and unconventional demolitions, mine/countermine, complex and covert obstacle breaching, force protection, Unexploded Ordnance, Improvised Explosive Devices, Traffic Control Points, convoy procedures, combat operations, peacekeeping operations, use of night vision devices and scopes, numerous weapons systems, and Army Navy/Portable Special Search-12 Mine Detector.

Senior Training Adviser, 29th Field Training Group, 1st Army, Jul. 2000 – Jul. 2002.

Coordinated training between Active Component forces and the 29th Infantry Division (L) National Guard for both domestic and foreign operational requirements including a 19 State National Guard rotation to Bosnia, Herzegovina. Researched regulations, guidelines, policies, directives, reports, and other sources of information. Represented the command at appropriate meetings, conferences, and briefings. Explained recommendations for changes in plans, and the necessity for key actions proposed. Maintained contact with operating officials, unit representatives, and other personnel to facilitate understanding, and to identify as well as eliminate problems. Prepared decision papers, gave oral presentations and briefings as necessary. Provided professional advice and assistance to upper level management staffs while conducting war related scenarios ensuring the accuracy and realistic performance capabilities of maneuver support system representation data using JANUS during Warfighter Exercises at Fort Leavenworth. Assisted commanders with decisions on tactics, force development, firing doctrine, combat operations, materiel readiness, and combat development of Army combat support systems. Identified problems with computers, operating system, and network configuration, peripherals and services and initiated corrective action to provide effective performance. Coached the unit's Non Commissioned Officers to understand the importance of leading and training Soldiers to achieve core competency. Monitored the development of training plans and operation procedures. Recognized as the catalyst behind the development and synchronization of the Stabilization Forces 10 Theater Specific Individual Replacement Training plan for the 29th Infantry Division (L).

Declassification Review Analyst, PERSCOM, February 1, 1999 to June 30, 2000

Performed duties as a Declassifier of Army records in accordance with Presidential Executive Order 12958. Reviewed, analyzed, and recommended declassification dispositions for classified and sensitive documents. Led a three person off-site team to verify the Army's declassification referral database. Coordinated with national government and DOD organizations to determine declassification dispositions. Served as subject matter expert for documents related to the combat engineer career management field. Ensured compliance with all applicable Army Declassification Facility policies procedures, and recommendations including the protection of Top Secret documents for national government agencies. Safeguarded and accounted for thousands of classified documents on a daily basis. Recognized as the top military declassifier by having processed over 1.4 million documents with less than 1% error rate.

Platoon Sergeant, 14th Engineer Battalion, November 1, 1995 to January 31, 1999

Human resource manager of a corps wheeled combat engineer platoon consisting of 38 personnel. Platoon subject matter expert in all aspects of combat engineering operations in support of a company mechanized task force. Trained platoon vehicle operators on the proper procedures used in maintaining their vehicles, technical manual utilization, equipment maintenance records, forms, hand and arm signals, and individual weapons systems, survival and combat engineer operations. Served as the primary training instructor in the use of basic and advanced rifle/pistol marksmanship, basic/advanced demolitions, mobility operations, counter-mobility operations, and survivability operations and engineer reconnaissance as related to minefield locations, landmine warfare and field engineering. Responsible for equipment that included three M998s, six FMTV dump trucks and trailers, six Squad Excavation Equipment (SEE), two VOLCANO and two MOPMS mine dispensing systems, one hand emplaced minefield marking system, one AN/PSS 12 Mine Detector, two MICLIC demolition kit, four D7G bulldozers with four M916s, three CAT 130 G Graders, one Roller, two MW24C Scoop Loaders, and sets, kits and outfits with a net worth of over 2 million dollars. Provided guidance to platoon leader on formulating training plans and training schedules. Developed and produced platoon level SOP that covered all tasks needed by the platoon to be a combat multiplier to include environmental accidents while in garrison and in the training environment. Ensured the deployment readiness of Soldiers and equipment at all times. Served as the Unit Drug and Alcohol Coordinator.

Small Group Leader (Instructor), 8th Army, October 12, 1994 to October 10, 1995

Provided training and leadership evaluation to approximately 108 junior noncommissioned officers annually. Served as mentor and role model presenting small group instruction including, basic rifle marksmanship, leadership, physical training, map reading, small unit tactics and counseling. Responsible for providing daily leadership evaluation to students focusing on the nine leadership competencies highlighting their strengths, weaknesses, and potential in becoming battle competent junior noncommissioned officers. Researched regulations, guidelines, policies, directives, reports, and other sources of information required for instruction. Ensured tests were controlled and properly administered.

SECURITY CLEARANCE: Secret

CERTIFICATION:

Contract Officer's Representative Course, May 2012

Small Group Leader Instruction Training Course at Camp Jackson, South Korea in October 1994

RELEVANT TRAINING:

Product Manager Close Combat Systems (PM-CCS) XM7 Spider May 2013

Product Manager Countermine and Explosive Ordnance Disposal (PM-CM and EOD) Husky Mounted Detection System (HMDS) August 2011

United States Army Engineer School (USAES) - AN/PSS 14 Unit Master Trainer – Master Trainer, September 2007

United States Army Engineer School (USAES) - AN/PSS 14 Operator Course – Master Trainer, September 2007

Counter Explosive Hazards – Combat Search Course, Instructor, 2007

Route Reconnaissance and Clearance Operations Course – Sapper, Instructor, 2006
Improvised Explosive Device Defeat, Train-the-Trainer Course, Instructor, 2006

Area Clearance Course, Instructor, 2006

Substitute Teacher for Lebanon School District during the 2005-2006 school year

Certificate of Completion for Human Resources for New Supervisors in September 2005
Commanders Safety Certification Course (Online) in June 2004

Safety Officers Certification Course in January 2004

Occupational Safety and Health Administration General Industry Safety and Health Certification in January 2004

Advanced Non-Commissioned Officer's Course at Fort Leonard Wood, MO in November, 1997

Certificate of Completion for Defense Packing of Hazardous Materials for Transportation Course, Logistics Management College 1993

Nuclear, Biological and Chemical Officer/NCO Course graduate at Fort Ord, California in July 1992

Graduate of Sapper Leader Course at Fort Leonard Wood in April 1992

Graduate of Master Fitness Training Course, Army Physical Fitness School 1991

PROFESSIONAL AFFILIATIONS:

SOFTWARE EXPERTISE: Microsoft's Word, Outlook, PowerPoint and Excel.

Mark Blackburn

Mayoral Interview questions:

1. Tell us about your involvement with civic activities and how you believe that experience makes you a good candidate for Mayor.

I served in the U.S. Army for 21 years and the Missouri National Guard for five. I vote in all elections when not in Iraq and Afghanistan. I support my neighborhood by watching for suspicious activity. I have led Soldiers to always do their best at whatever is placed in front to them. In civilian life, I have provided direction to co-workers to ensure goals are met. I'll bring that wealth of leadership knowledge and experience to the office of Mayor.

2. What do you believe are the biggest challenges facing Lebanon over the next few years?

Transportation issues are always challenging. Just getting people to buy in on the idea of the possibility of paying a small tax to ensure they have safe roads throughout the year is a complex issue. People want the roads repaired but don't want to foot the bill. Finding a way to repair or install new roads without affecting the people's pocketbooks is important.

3. What do you see as Lebanon's biggest strengths as a community?

If you have noticed, Lebanon is seeing more Active Duty Soldiers coming to live here. I was active duty in 2002 and chose this town because it was more centrally located to Springfield and Fort Leonard Wood. Lebanon satisfies everyone's basic needs, food, clothing, and shelter, but it also provides a great school system, religious, and recreational needs. Lebanon is more than just a place to live. It's our home.

4. We provided you a copy of the adopted City Council goals from FY2018 budget along with these questions. What are your thoughts on those goals? If you had been Mayor when we discussed priorities, what would you have wanted on the list?

Goal 1: I totally agree with this goal. I'm not an authoritarian when it comes to leadership and I always try to get along with others even though our opinions may differ. A give and take is always better than a hard line.

Goal 2: A handbook is a good start but ensuring it gets read and properly used may be the next issue. Also, I don't believe this should be a goal. This is a Standard Operating Procedure and should be dealt with now.

Goal 3: Taxes are always sore subjects with the tax payer. I understand Capital Improvement and Transportation are critical to Lebanon but the public will always ask how much it is going to cost them. Just simply stating the fact that these renewals will not raise the existing sales tax rate will not satisfy the public. They need to know how then will it get paid for.

Goal 4: The city needs a good relationship with the School and County. People come to Lebanon because they get a sense of community. We need to ensure a good lasting relationship.

Goal 5: I've always believed the heart and soul of Lebanon is downtown and therefore, we need to continually make improvements.

5. If appointed, what would you hope to accomplish in your time as Mayor?

The Mayor has a very important role as the leader of the people. I hope to provide the leadership necessary to unite the leaders of the community. I recognize we share common goals and interests, and being selfless in carrying out the duties as Mayor is imperative.

6. How would you describe the respective roles of the Council and the staff?

The council ensures their constituents wishes are addressed at the meetings and the staff ensures the results of those meetings are implemented.

7. Would you prefer to serve until a special election in April or completing the remainder of the term ending in April 2020?

I love a challenge, so I'd like to serve the remaining time until April 2020.

8. Is there anything else you would like to add that hasn't been covered during this interview?

Communication is key. Too many times we talk at individuals and not with them. Active listening and feedback is very important to fully understand the conversation. I understand this very well and will ensure my communication is clear.