



**San Marcos Chamber of Commerce
Hays County Judge Candidates Questionnaire 2026**

1. Describe your experience, areas of expertise, and leadership style and how you feel they will make you an effective County Judge.

I have spent more than 15 years working in public policy, local government and government affairs, with a particular focus on infrastructure, land use, economic development and budgeting. Much of my career has been spent working with local officials, state leaders and policymakers at the Texas Capitol to solve complex problems and navigate the intersection of local and state government. As a Dripping Springs City Council Member and former President of North Hays County EMS, I have also led through growth, financial challenges and major infrastructure decisions. My leadership style is collaborative and direct, with a focus on setting clear priorities, bringing the right people together and working through challenges to get results.

2. How would you balance the explosive growth we're seeing in Hays County with the wants and needs of our county and community, while staying in compliance with Texas law?

Growth is coming, and our job is to manage it responsibly within the authority Texas law gives counties. We should make it as easy as possible for property owners and developers to do the right thing by creating clear, predictable processes and expectations. At the same time, growth has real impacts on roads, water and wastewater infrastructure, and new development should help address those impacts. The County also needs to plan further ahead so we are not constantly reacting after problems appear. Good planning can accommodate growth, protect property rights, preserve the character of our communities and make sure taxpayers are not left carrying the full cost of infrastructure needed to support new development.

3. The County Judge often brings together cities, school districts, regional partners, and state agencies to solve complex issues. Describe your approach to building consensus and collaborating with diverse stakeholders.

I start by identifying the problem we are actually trying to solve and bringing the people affected by it into the conversation early. Hays County's challenges do not stop at city

limits, school district boundaries or precinct lines, so our solutions cannot either. Throughout my public service and professional career, I have worked with local governments, state agencies, businesses, community organizations and elected officials across the political spectrum. Consensus does not mean everyone gets everything they want. It means listening, finding areas of agreement and keeping people focused on the outcome. The County Judge should be a convener who builds relationships before a crisis happens and can bring people together when it matters.

4. What can the County do to encourage existing business growth and new business attraction?

The best economic development strategy starts with making Hays County a place where businesses can succeed. That means good infrastructure, safe communities, a strong workforce and a county government that is professional, responsive and predictable. We also need to remember that existing businesses matter just as much as the companies we are trying to recruit. They are already investing here, employing people and contributing to our communities. The County should work closely with chambers, cities, workforce partners and educational institutions to identify barriers to growth and address workforce and infrastructure needs. When incentives are considered, they should be tied to measurable results, quality jobs and a clear long-term benefit to Hays County taxpayers.

5. If elected, how would you strengthen partnerships with Texas State University to support workforce development, entrepreneurship and regional prosperity?

Texas State University is one of Hays County's greatest economic and educational assets, and the County should treat it as a strategic partner. I would work to create stronger, regular communication between County leadership, the University, local employers, chambers and workforce organizations so we are better connecting education and training with the needs of our economy. We should also look for opportunities to support entrepreneurship, internships, research commercialization and pathways into high-demand careers. Texas State attracts talented students and faculty from across Texas and beyond. We should be doing more to connect that talent with local employers and create reasons for graduates to build their careers and businesses here in Hays County.

6. What are your top priorities for improving transportation/mobility in the county and advocating for state and federal transportation funding?

Hays County already has a transportation plan, but we need to revisit it regularly and make sure it reflects where growth is actually occurring today. My priority would be to update our long-range approach, identify the projects that will have the greatest impact

and create clear priorities for implementation and funding. We also need much stronger coordination with every city in Hays County, along with CAMPO and TxDOT, so local projects connect to a broader regional strategy. Traffic does not stop at city limits. If we can agree on priorities and speak with one voice, we will be better positioned to compete for state and federal transportation dollars and move important projects forward faster.

7. Housing affordability and availability are major concerns for employers and residents alike. What role should Hays County play in expanding housing choices while maintaining responsible growth?

Housing affordability is largely a supply and infrastructure challenge, but counties have more limited land-use authority than cities under Texas law. Hays County should focus on the tools it does have: good infrastructure planning, predictable development processes and stronger coordination with cities and utilities so housing can be built where the infrastructure exists to support it. We should encourage a variety of housing options while respecting private property rights and the character of existing communities. At the same time, new growth should help address the infrastructure impacts it creates. Responsible planning can expand housing choices without simply pushing the cost of roads, water and other infrastructure onto existing taxpayers.

8. If Hays County received a \$5 million grant that could be used for any project or initiative, how would you choose to invest it and why?

I would use it for a one-time infrastructure investment that addresses a clearly identified need and, ideally, helps leverage additional state, federal or local funding. A \$5 million grant should not be used to create a new recurring expense that taxpayers have to support after the grant disappears. I would look for a project where those dollars could accelerate something already identified as a County priority, such as a critical road connection, intersection improvement or other major infrastructure need. The final decision should be based on measurable need, countywide benefit and return on investment. One-time money should be used for one-time investments that provide taxpayers with a lasting benefit.

9. Please review the San Marcos Chamber's "Government Relations & Advocacy Guiding Principles" document. Do you agree with all of these statements?

Yes. I agree with the Chamber's guiding principles and the overall pro-business approach behind them. Hays County should be a place where businesses can grow, invest and create jobs, and that requires good infrastructure, a strong workforce, safe communities, reliable water and a government that is predictable and easy to work with.

I also strongly support the Chamber's emphasis on transportation, workforce development, housing supply and clear development processes.

Incentives and public-private partnerships can be useful tools when they are tied to measurable results, real economic benefit, and accountability to taxpayers.

10. You may use this opportunity to provide any additional information you would like members of the San Marcos Area Chamber of Commerce to know.

For the past eight years, Hays County government has too often been defined by dysfunction, conflict and a lack of clear direction. I am running because I believe it is time to get back to the basics of good county government: professional leadership, responsible budgeting, strong public safety, long-term infrastructure planning and a county government that works well with our cities, businesses and community partners.

Hays County is growing too quickly and facing too many important decisions for continued dysfunction. We need leadership that can restore trust, bring people together and keep the County focused on doing the basic things well. That is the kind of leadership I want to bring as County Judge.