

Candidate Pre-Interview Questionnaire

The Committee for a Better Atlanta (CBA) is a coalition of business organizations concerned about Atlanta. In 2010, CBA is interviewing candidates for Fulton County Commission with the intent of publishing a voter's guide of candidate evaluations. The evaluations will be based on the answers to the questions in this document, plus in-person interviews to be held this summer.

Your answers to these questions are very important to the CBA interview and evaluation process. *Candidates who do not complete this questionnaire will not be scheduled for an interview with CBA.*

Please complete this questionnaire and deliver it to the Committee for a Better Atlanta so it arrives **no later than 5 p.m., June 17, 2010**. Questionnaires can be filled out electronically and emailed to cwatkins@macoc.com or mailed to:

**Committee for a Better Atlanta
235 International Blvd., NW
Atlanta, GA 30303
Attn: Che Watkins**

If you have any questions about completing the questionnaire – or about the CBA process – please contact Che Watkins at (404) 586-8468.

Candidate information:

Name: Steve Broadbent

Position Sought: Chairman, Fulton County Board of Commissioners

Address: 5805 State Bridge Road, Suite G251

City, State, ZIP: Johns Creek, GA 30097

Telephone: (770) 813-0750 Cell phone: (678) 777-6313

E-mail address: steve@votebroadbent.com

Campaign Web site address: www.votebroadbent.com

Secondary contact information: (If you prefer that CBA direct scheduling inquiries to someone other than the candidate, check here. PLEASE SELECT)

Name: [Click here to enter text.](#)

Relationship to candidate: [Click here to enter text.](#)

(e.g. Administrative assistant, campaign manager, etc.)

Address: [Click here to enter text.](#)

City, State, ZIP: [Click here to enter text.](#)

Telephone: [Click here to enter text.](#) Cell phone: [Click here to enter text.](#)

E-mail address: [Click here to enter text.](#)

Please answer the questions in the space provided on this questionnaire.

1. In your opinion, what are the three greatest issues (problems or opportunities) facing Fulton County government?

Develop a Sustainable Budget:

- The current Chairman has been balancing the budget by depleting the capital reserves and we cannot continue down this path any longer. Capital reserves in 2007 were \$141 million and will be drawn down to \$40.7 million this year, according to the county's 2010 budget. Obviously, this trajectory is unsustainable. We need a budget process that will provide a true balanced budget without deleting the capital reserves and without raising taxes.
- We need to fully fund at the appropriate level the county services that are state-mandated critical to all Fulton County citizens, and then prioritize and reassess all other services. Similar to legislation recently passed by the Georgia legislature, Fulton County needs to implement zero-based budgeting across all agencies so that every dollar of spending is justified every year.
- Property taxes represent the majority of the County's revenue. The 2010 budgeted property tax revenue is less than the 2006 actual receipts because of today's real estate crisis, yet the County's expenditures have increased by over \$50M in the same period. The County leadership must significantly cut spending and recognize the reality that property tax receipts will continue to fall as property assessments are adjusted to actual market prices.

Create a Smaller/Smarter Fulton County:

- Decreased property tax revenue requires the creation of a smaller Fulton County that works smarter and more efficiently.
- We need to assess the effectiveness of every County department and the efficiency in which they are using your tax dollars.
- State-mandated services will continue to be effectively funded, but all other services must be reassessed.
- A smarter, more efficient County also requires improved coordination in the delivery of County services with the cities to ensure that public services are being delivered at the most effective and cost efficient level (e.g.; by a city or the county).

More Jobs in the County:

- I will work closely with the Metro Atlanta Chamber, North Fulton Chamber, South Fulton Chamber, the local city chambers, and the Economic Development Commission not only to attract new employers to Fulton County, but, and probably more important, to retain the current employers who are providing valuable jobs throughout the County.
- Governors of nearby states have representatives in Fulton County to recruit our employers to their states. Some Fulton County employers have told me they have never been contacted by Fulton County other than to collect property taxes and business license fees or for other regulatory-related purposes. Retaining an employer with valuable jobs is much less expensive than recruiting a new employer to the County. We need to ensure Fulton County's employers view the County as a desirable place to operate their business.
- Fulton county government must create an attractive atmosphere for employers through lower taxes, less litigation, and minimal regulation.

2. Describe briefly your qualifications for holding this office. *(Please answer in the space below, but you may also attach a resume or other description to provide us with additional detail.)*

The Fulton County government is facing some critical and complex challenges in the years ahead and a new style of leadership is required. Among the many issues, property tax revenues are declining as property assessments are brought in line with current market values. A number of new cities have been created in the County in recent years, yet the County budget has remained relatively unchanged despite the decrease in demand for County services.

No one is more capable of taking on complex problems than me. Since my days in college as a nuclear engineering student, I have been taught how to tackle the most complex of problems. This knowledge, along with leadership skills honed in the Navy, AT&T, and the U.S. Department of the Treasury, makes me uniquely qualified to transform Fulton County into a smaller and more efficient government.

I am a successful small business owner where I provide specialized consulting services to publicly-traded and large, privately held corporations. My previous business experience includes 11 years with AT&T where I last served as a Sales Vice President in Los Angeles.

Additionally, I was appointed by President George H.W. Bush to serve as a Deputy Assistant Secretary in the U.S. Department of the Treasury where I worked throughout the Bush Administration. Prior to and during this term with the Treasury Department, I was a member of, and led many, White House Advance Teams for Mr. Bush during his terms both as Vice President and President. My work with the White House Advance Office included a number of diplomatic missions throughout Europe and the Mideast, including the teams for the summit meetings with then-USSR General Secretary Mikhail Gorbachev and NATO conferences.

I began my career as an officer in the United States Navy where I served in assignments at sea in the Mideast and in Washington, DC. I retired from the Navy as a Commander following 22 years on active duty and in the Navy Reserves.

My education includes:

University of Virginia: BS in Nuclear Engineering

University of North Carolina at Chapel Hill: Master of Business Administration, where I attended as a John Motley Morehead Fellow

The George Washington University: Master of Arts in Public Policy

3. What events or experiences caused you to decide to run for this office?

Like many Americans, I have become concerned about the reckless spending in the Federal government, across many states, and in many local governments. Fulton County certainly fits into this category of government spending that is nearly out of control. I am confident that only a small number of Fulton County citizens are aware of the state of the County's finances. The County will have spent over 70% of its capital reserves in Chairman Eaves' first term to simply balance the budget. The County must drastically reduce spending to a level less than annual receipts so that we can grow capital reserve accounts.

The current County Chairman, backed by a democrat majority on the Commission, has not demonstrated any willingness to be prudent with the taxpayers' funds. In fact, Chairman Eaves boasts on the AJC's voter guide that he is proud of balancing the budget and not cutting back on services. The County is facing a huge property tax increase if we cannot change the leadership of the County Commission.

I was raised by parents who were both World War II veterans having served as officers in the United States Navy and was taught at an early age the value of service to both the local community and the nation. It is time to seek a leadership role with the County and reinstate fiscal discipline into the budget process and the operations of the County government.

4. Please identify up to five organizations or individuals who are actively supporting your candidacy.

- 1) Congressman Tom Price, Georgia's 6th District
- 2) Robert Ratliff, Retired Chairman and CEO, AGCO Corporation
- 3) Mayor Mike Bodker, City of Johns Creek
- 4) Lynne Riley, Fulton County Commissioner for District 3
- 5) Jeff Cashdan, Partner, King & Spalding

5. What do you think of the efforts to recreate Milton County in North Fulton County? What are the pros and cons of this effort?

The reason many people are supporting the creation of Milton County is simple: the Fulton County Commission has been abusive for years to taxpayers who live throughout the County. We must view Milton County as the symptom of voter discontent and not the problem. Fulton County governance is the problem and reform is the only solution.

The mismanagement of County resources has been rampant, and the politicians who have run Fulton County are perceived as petty, backbiting, and incompetent by most citizens regardless of where they live. It's clear from this record that Fulton County government must be reformed and fixed.

While only the state legislature has the legal authority to create a new county, I will, if elected Chairman, do all I can to restore faith in the Fulton County government. Whether or not the legislature decides to create Milton County, I will do my best to stop the poor management of taxpayer dollars that has defined this commission for decades and restore global confidence in Fulton County governance.

Through the reform efforts, Fulton can successfully increase the quality of its service delivery while reducing what it costs to deliver those services. Finally, with true reform and respect, Fulton will regain its stature within the legislature and its cities and, in doing so, will have much needed partners in serving its citizens and businesses.

The cons of continuing down the current path will be the bankruptcy of this government along with the eventual dismantling of this county by the legislature and an absolute revolt of its citizens and businesses.

6. What is the long-term solution to delivering and paying for municipal services in unincorporated South Fulton County?

The unincorporated portion of south Fulton is unsustainable in its current form. The level and cost of services being delivered to South Fulton are unaffordable to its citizens, especially if they were to face the true cost of these services as is currently the case for the 14 existing cities within Fulton County.

The ultimate solution will require some form of "municipalization" for south Fulton, whether it is the formation of its own city or annexation into one or more of the existing cities which border it today. Once it is municipalized, I believe that the citizens of South Fulton will be able to receive a robust level of service at an affordable cost and that the remaining citizens of Fulton county will be able to receive tax relief through the removal of the double taxation they are currently paying to sustain the current unrealistic budget of South Fulton.

7. In addition to those required by state law (courts, jail, elections, tax assessments, etc.), which services do you think Fulton County can deliver more efficiently and effectively than most municipalities?

As stated in the question, Fulton County must continue to provide the state mandated services. However, all other services must be completely reassessed. In many cases, local services are most effectively and efficiently delivered by the municipalities at the point closest to actual delivery of the service. Fire, police, and trash service are good examples. The Arts Council could be abolished by the County and established within each city. Some cities could choose to fund various arts program, while others may not. Either way, the needs of the citizens in each city are more effectively met.

However, some services are more effectively funded when scope and scale can be achieved. The library system is a good example where the County can be more efficient. Libraries can achieve savings when procurement of materials is conducted across a large system. Resources can be shared within a large system which benefits the citizens throughout the County. Family and Children Services is another example of an effective County service. The protection of our children is critical and, when a child is removed from a home, the availability of foster parents should not be limited by the borders of each city.

Water and sewer may make more economic sense to the rate payer given the scale that can be achieved throughout the County. Currently, the County provides water and sewer to those who reside above the river in North Fulton and the County provides sewer service to most of South Fulton.

Animal control is another good example of a service that could be a service most effectively delivered by the County because of limited and sometimes sporadic volume of calls received for this service. However, the County is currently marking up this service with additional user fees. A mark up of service costs beyond the "fully loaded" cost structure, or with additional user fees, defeats the fundamental purpose for the County to deliver the service.

Other than state-mandated County services, all County services must be assessed in coordination with the cities to determine the most cost-effective point of delivery for the services.

8. What are three things that Fulton County government could do to save substantial money in next year's budget?

The governance issues in Fulton County are complex. While specific issues in the budget can be identified, Fulton County needs to implement zero-based budgeting across all agencies so that every dollar of spending is justified every year. Every department and division head needs to justify all personnel (full-time and temporary) and all spending. Other than the state-mandated services, all county budget line items should be considered. Specifically, three issues for immediate attention in 2010 are:

- 1) Audit of the non-mandated services to identify the true benefit to the taxpayer. If the benefits do not exist, termination of the service must be pursued.
- 2) Audit employee staffing throughout all County functions to determine where efficiencies can be gained.
- 3) Establish a strategic initiative to examine the deployment of new technology, where appropriate, to reduce personnel costs.

9. Do you support a regional transportation referendum in 2012? If it goes forward, what are the three most important transportation improvements that you would like to have included?

There is no perfect solution to metro Atlanta's transportation needs. I applaud Fulton, DeKalb and the City of Atlanta's leadership in MARTA over recent years. In the ideal world, MARTA and the other transit operators would merge their operations, reduce costs and create an integrated, cost effective and robust regional transit system.

HB277, while certainly imperfect, will provide significant and much needed funding for the transportation needs of metro Atlanta. In the end, it will not pass muster with the voters if the list of projects do not properly balance roads projects with transit projects. I believe that any list of projects must include a fair balance that promotes congestion relief, economic growth and vitality and encourages the development of a regional transit system.

The citizens of Fulton and DeKalb Counties should not be asked to shoulder the 1% MARTA tax **and** the 1% regional transportation tax. All metro Atlanta counties should pay the 1% regional transportation tax and the additional 1% MARTA tax should be abolished. The equivalent revenue

generated today by the 1% MARTA tax in Fulton and DeKalb would be transferred to MARTA from the regional transportation tax revenues. It is in the interests of all metro Atlanta citizens to keep MARTA operating and to keep the additional vehicles off the roads.

Specific initiatives include:

- 1) Further improvements along the Georgia 400 corridor and adjacent arteries, which consist of both widening and traffic signal improvements.
- 2) More east/west connectivity to reduce congestion on I-285 by providing alternate routes for trucks and commercial vehicles.
- 3) Additional improvements to the downtown connector (rated as the #1 chokepoint by TRIP in its April 2010 report).