

QUESTIONNAIRE FOR CANDIDATES FOR MUNICIPAL ELECTED OFFICE

PRESENTED BY RESTORE THE BALANCE, DELTA COUNTY
a nonpartisan, nonprofit, organization

PLEASE RETURN YOUR RESPONSES TO THIS QUESTIONNAIRE NOT LATER THAN 5:00 P.M.
ON THURSDAY, FEBRUARY 29, 2024, BY EMAIL TO: rtbdeltacounty@gmail.com

To Candidate [Greg Hart](#), City/Town of [Cedaredge](#)

1- What qualifications do you have that can give voters confidence that you should be a member of the [Cedaredge](#) municipal government? Please be specific.

I am a Cedaredge native born in 1948 at the Hawkins Maternity Home on the SE corner of SW 3rd St. and SW 2nd Ave, Cedaredge. I am married to Patricia (Patti) and have three daughters from a previous marriage and one stepson. After graduating from Cedaredge High School...we were Cubs then, I received a Bachelor of Science in Medical Technology from the University of Colorado. I spent my professional career first in Florida, then in South Carolina. Initially my work was in hospital and private clinical laboratories. After receiving a specialist certification in blood banking, my work shifted to managing regional community blood centers, first in Sarasota, Florida (\$8M budget and 75 staff), then in Greenville, South Carolina (multi-state, \$35M budget and 235 staff). In those positions, I oversaw more than ten building construction projects, both up-fits and new buildings, with some that included land purchases and tax-deferred financing.

Outside my paid positions, my experience includes professional and community service. On the professional side, I served as president of the Florida Association of Blood Banks, served on the board of The Blood Centers Risk Retention Group (a professional liability insurance company), helped found and served on the board of IT Synergistics (a blood center software development company), and I was appointed by Governor Hodges of South Carolina to serve on the Gift of Life Trust Fund (promoting organ and tissue donations). I am a graduate of the Sarasota Chamber of Commerce Leadership Program and the Greenville Chamber of Commerce Policy Governance training programs.

On the community service side, I served on the board of Sarasota's Family Counseling Center, and I was secretary, vice president, president-elect, and president of The Rotary Club of Sarasota Bay where I became a five-time Paul Harris Fellow. I was also a member of the Greenville Downtown Rotary Club.

Since returning to Cedaredge, I have served on the board (secretary, vice president, and president) of The Surface Creek Valley Historical Society where I wrote a successful grant request for Pioneer Town's electric car-charging station. I also served on the board (secretary and vice president) of the Deer Creek Villages Homeowners' Association. I am currently serving on the Town of Cedaredge Board of Trustees, and I have served on the Town's Recreation Advisory Board. I am currently the Town's representative to Region-10 and to Club 20. I assist in strategic planning and database graphic presentations for The Surface Creek Animal Shelter. I have also served on the Grants Committee of the Surface Creek Community Fund. Patti and I are Lifetime Members of The Surface Creek Valley Historical Society, and we are members of the Grand Mesa Arts and Events Center (GMAEC). I have submitted two films to the GMAEC's Grand Mesa Short Film Festival and won the Peoples' Choice Award for the 2023 film accessible [here](#).

My hobbies include genealogy, golfing, and fishing. Patti and I like to travel with our pup, Sammy.

I have developed some Town of Cedaredge Financial Dashboards that I will make available as “Cedaredge - In Data” on the website www.cedaredgeforward.com. And I plan to use the website’s blog space to cover Cedaredge issues covered in my campaign platform.

I retired to Cedaredge because I already knew it was the best place in America to live. My desire is to assist the Town of Cedaredge in its governance activities, and I believe my background is well-suited to that task.

In summary, I have a deep commitment to the Town of Cedaredge. I have ample administrative and governance training and experience. I have scaled the learning curve of Cedaredge Board of Trustees processes. I am ready to take the helm of the Cedaredge Board of Trustees.

2- By now, upon reading and considering the seven political principles we feel should guide political conduct in Western Colorado.

a. Do you endorse each of the seven principles restore the balance feel should guide political conduct in Western Colorado? **Absolutely!**

b. If you endorse them all, please explain how you will work to execute these principles.

- Principle 1. My personal stance on civil discourse concerning values, principles, and ideas matches the RTB position as does the Cedaredge Board of Trustees’ (hereinafter “Board”) code of conduct. As mayor, I will consistently educate and remind trustees and citizens alike that it is our expectation that this principle be paramount in our deliberations and actions.
- Principle 2. This principle is my modus operandi. Because of my lifetime emphasis on it, my wife even christened me with the social handle of “mr2literal.” In genealogical research, a hobby of mine, objectively analyzed evidence is crucial. A key reference book for me is *Evidence Explained*. During my time on the Board, it has held licensing hearings in which objective evidence has been thin, to say the least. As mayor, I will ensure such evidence is provided. The Board is about to institute an innovative governance process wherein it will require the Cedaredge Town Administrator to provide performance monitoring reports that must be factual, objective, and when possible, comparable against other municipalities.
- Principle 3. I believe in the open exchange of information and transparency (to the degree possible) in public communication and legislative processes. The exception there, of course, is privileged communication and discussions in closed executive sessions. An impact on me was my first student assembly as a freshman at the University of Colorado when a student leader spoke and emphasized the concept of “Let the person speak!” meaning let’s hear all sides of issues. What wasn’t spoken there, but what I support, is negotiating past any impasse and finding middle ground. As mayor, I will control meeting dialog and

insist this principle be followed. I will oversee the transparency of not only the Board of Trustees' work but also of the Cedaredge operational units. That will include ensuring all documents are available on the Town website and that the website produces meaningful, dynamic dashboards to exhibit operational data.

- Principle 4. Indeed, public interest must come first. In Cedaredge, the town council is a Board of Trustees. As such we hold the Cedaredge citizens' needs, goals, desires, safety, security, etc., in trust. We have a public mandate to fulfill. Municipal elections are, fortunately, nonpartisan. But that doesn't mean partisanship won't try to creep into municipal governance and administrative deliberations and actions. As mayor, I will be watchful for any such deformation of our processes, halt it, and reverse it.
 - Principle 5. The number one job of the Board is to solve problems. As mayor, I will emphasize that citizen input is the starting point wherein all points of view are welcomed and where citizens collectively determine the goals and objectives for the trustees to tackle. I will be on the lookout for extreme positions and will point them out.
 - Principle 6. Indeed! The Cedaredge Home Rule Charter grants the mayor (within the bounds of the Town) powers conferred upon the sheriffs of counties to suppress disorders and keep the peace. Given those powers, as mayor, I can (with the assistance of the Cedaredge police) ensure order at board meetings and Town functions.
 - Principle 7. As mayor, I intend to encourage citizen participation in Town governance. This year, we will be updating our comprehensive master plan, which will have a sub-component - a master recreation plan. Citizen input will be sought. I will also informally engage citizens with town halls, coffee klatches, etc. Of course, among citizen responsibilities are adherence to the law, keeping property maintained, obeying traffic laws, proper disposal of refuse, etc. Those can be emphasized in Town newsletters and on the Town website.
- c. If there are any principles you do not endorse, please identify them and explain why. Not applicable.

- 3- It is important to let people know that you put the public interest first. In looking back over the past year or two, are there any decisions Cedaredge municipal government has made that you do not agree with? Yes

If yes, how would you change them?

Unless I felt the decisions were profoundly harmful or adverse to citizens' goals and objectives, I would not attempt to change them. Given RTB's principle No.1 and general Boardmanship guidelines, I would not set about changing established decisions. Our Board reaches decisions by majority rule. After thorough discussion of values, principles, and ideas (RTB principle No1), at times the Board reaches a decision with me in the minority. That doesn't mean the decision is wrong or should be overturned. Instead, our board process advises full support for the final majority decision. However, if profoundly harmful or adverse to citizen goals, I would bring the matter back to the Board with due process, ample supporting documentation, and evidence of the need to reverse the former decision.

- 4- In the aftermath of recent political events, some security experts cite increased risks to local governments from extremist groups which pose a threat to the right to peacefully assemble and to the proper functioning of government.
- a. How would you define "extremist" activity, and do you view it as a threat to the proper function of municipal government?

I define an extremist as anyone with views well beyond the norm and beyond acceptable civility, and I define extremist activity as the acting out of those views. I certainly believe it is a growing threat to the proper functioning of municipal government.

- b. What, if anything, should be done to protect elected officials and the public from those using harassment to stop civil engagement in the exercise of democratic processes?

As a qualifier to the sentences that follow, any efforts must not infringe upon citizen rights. Appropriate application of police powers and due process of offenders are certainly options. A permitting process for gatherings of citizens is also an option. Limiting opposition gatherings or spacing of opposition gatherings would be helpful. Police presence at Board meetings and functions would be a deterrent. At our Board meetings there is a chair at the meeting room entrance labeled "Reserved for the Chief of Police." Attendees are therefore on notice of police presence at the meeting. Our Board meeting agenda allows for constituent input, but with a written and spoken cautionary statement informing constituents that their comments are expected to be cordial and that personal attacks on staff or trustees will not be tolerated. To deescalate emotional issues, the mayor can refer the matter to the town administrator and/or town attorney for immediate comment or for later follow-up with the constituent.

- 5- Our county allows the use of mail-in ballots. Do you feel this method serves the public interest?

I am totally in favor of mail-in balloting. I believe Colorado has one of, if not the best balloting systems in the country. It provides a number of advantages:

- a. It is broadly inclusive.
- b. It arrives several days before the election day deadline.
- c. It allows time for citizens to review issues and candidates before casting a vote.
- d. It is private and secure.
- e. It avoids the need to travel and gather at polling places.
- f. It provides options for posting the ballot: official drop boxes and US mail.
- g. It is fully auditable.
- h. Signature verification is facilitated.

- 6- Do you feel municipal government in your Delta County community in the recent past has been moving in the correct direction? Yes, but often at a snail's pace.

- a. What additional steps would you promote to maximize serving the interests of your community in an efficient and cost-effective manner?

My platform can be summed up with three words: "Move Cedaredge Forward." I have been the chief proponent and Cedaredge-applied architect of an innovative, yet proven governance system. It is used internationally, primarily in not-for-profit organizations, yet is little utilized in governmental applications. However, La Plata County (Durango) utilizes it. That system will bring enhanced citizen participation in setting goals and objectives; will consist of policies further defining the Board's own governance processes, the relationship between the Board and administration, further defining the performance standards of the Town Administrator; and will provide policies regarding robust, rigorous monitoring of the Town Administrator's accomplishments. It will streamline board processes, thereby kicking in an afterburner moving Cedaredge forward.

- 7- What do you feel are three important issues and/or concerns facing the municipality in which you are seeking elected office and what solutions do you have in mind?

- a. Currently, there are too many factions that drive Cedaredge in disparate directions. A major component of Move Cedaredge Forward is to promote a united Cedaredge. The master planning process this summer will help reach consensus on goals and objectives. Having established those, using the new governance system will allow the Board to link budget resources and limitations to those goals, thereby accelerating Cedaredge forward.

- b. Board and administration cohesiveness is my second concern. That is already being addressed through the hiring of an experienced, talented interim town administrator. He in turn will assist in hiring a like-minded, like-actioned permanent town administrator. Then using the new governance system, the board and administration can get on the same page.
- c. Financial prudence is my third concern. Cedaredge is in good shape financially, but it has many demands on its treasury. Budgeting linked to goals and objectives, long-term financial planning, and financial health monitoring are chief among solutions I will bring to bear on this issue.

Thanks for your help in encouraging public participation in our election process.

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