



2013 Charlottesville City Council Candidate Interview

Candidate: Buddy Weber (R)

On November 5, 2013, voters in the City of Charlottesville go to the polls to elect their representatives to two seats on the Charlottesville City Council. This recording is Brian Wheeler's September 25, 2013 interview with Buddy Weber (R). Other candidates in this race include: Michael Farruggio (R); Bob Fenwick (D); and Kristin Szakos (D).

The audio of this interview and complete election coverage is available on the Charlottesville Tomorrow website:

http://www.cvilletomorrow.org/topics/city_elections/

INTERVIEW

Mr. Weber, thank you for participating in this interview with Charlottesville Tomorrow. The complete audio and written transcript for this interview will be available online.

Information from this interview will be used in the compilation of the non-partisan voter guide being co-produced by Charlottesville Tomorrow, The Daily Progress, and the League of Women Voters. Charlottesville Tomorrow does not endorse any candidates and our goal is to provide information to the public so they can make an informed vote on issues primarily related to land use, transportation, public education, and community design.

As you are aware, some of the questions you will be asked have been provided in advance, others have not. All City Council candidates will be asked the same questions. We ask that you keep these questions confidential until all candidates have been interviewed.

Each candidate will be provided an opportunity to review the excerpts selected for the voter guide before its publication. Are you ready to start?

1. Please describe your past experience that qualifies you to be on the Charlottesville City Council.

First of all my education. I have a Bachelors of Science degree from UVA in 1968, I majored in Chemistry. I'm also a graduate of the Navy Test Pilot School which is substantial post-graduate studies in Aeronautical Engineering. I have a Master of Science degree in Systems Management and I have a law degree from the University of Virginia.

Specific experiences... first and foremost would be executive experience. Throughout my Navy career I was blessed with three commands, one of which was deemed a major command, where I had a budget that probably exceeded that of the City of Charlottesville. I had a workforce of about 4,500 people. I was responsible obviously for the safety of everyone, facilities management, and we dealt with racial and gender issues throughout my tour there. You would think with a military command we'd be dealing with military issues, but we had a situation where the Mayor wanted to annex the base over the objections of the county. I had to deal with that. We had unionization issues where unions were trying to come in and unionize part of the civilian workforce that was maintaining the airplanes. And obviously just standard military and civilian relations throughout the whole thing. Throughout all that I had readiness and performance goals that I had to meet.

It's that type of broad leadership experience and executive experience that I bring to council. [I would note] that we have a city manager form of government, but it is the city council that is the executive authority in Virginia, in Charlottesville, in fact in all forms of the city manager form of government, we are the executive authority, so bringing some executive experience there as a qualification that is unique among the four candidates.

I also have broad analytical experience. I've got that Master of Science degree in Systems Management as I mentioned, but I have also served as a program analyst for the Secretary of the Navy and the Chief of Naval Operations at the highest levels of government trying to do those kind of things. I did a fairly wide-ranging study for the Navy for the base closure process for the training bases and my analysis was so sound it went all the way up the chain of command in the Navy and I was given the authority to give it to the Base Closure and Realignment Committee. It saved the base in the process of that.

So I do have that kind of experience as well. I can look at programs and take a look at long-range objectives and the soundness of the program and whether or not it's likely to achieve its goals and if not, why not. I have been involved here in the city of Charlottesville for the past 14 years, although I have resided here for 20. My first two years I was active duty as professor of naval science, I taught leadership there. Then I went to law school for three

years where I actually did a legal paper on the town reversion process which was hot back in 1996. So I studied all the issues involved in city-county relations, why we were doing what we were doing, and who was winning and who was losing in terms of that process. I have also been on several boards here. I was on the residential committee of the zoning ordinance back in 2002 when we were rewriting that. I was on the board that decided how to do the elected school board after the referendum passed. And I was also selected for the committee to re-precinct Charlottesville after the 2010 census. Every time they want a Republican on one of these boards they usually select me to do that.

Also just my observations and analysis of what's been going on with the city over the last 10-15 years. As I mentioned to you before the interview, for about 6-7 years I was very close watching what was going on – I attended all the budget work sessions, I appeared before City Council often and gave them public statements. I critiqued them and I actually wrote an editorial for the paper back in 2006 which got published, critiquing the way they were managing their taxing policy, specifically related to the real estate taxes at the time, but it really had to do with the long-range effects of what they were doing and what kind of effects it had on the city of Charlottesville.

So that broad experience of dealing with things in my past, my educational background, and then a clear focus on local issues.

2. What is your top priority for action by the city council if you are elected?

It really has to fit into one of two categories because it really gets to the issue of how you think about what a government is doing. I categorize it in two ways. Number one, we have to do the right things and number two, whatever we do, we have to do right. One really gets to choosing what we are going to do [based upon what] is prescribed by law. We have to do certain things, there's core government functions that we can't dodge. We can't dodge public safety. We can't dodge public education. We can't dodge maintenance of our own infrastructure. Those are things we have to do, but we can pick and choose a lot of other things that we do to help improve the quality of life of people. But whatever we do it has to be efficient and effective.

So with regard to that process that I was so critical of back in the early part of this last decade was the process by which we are developing our budget and deciding what's in the budget, and the major part of that critique had to do with the fact that we were programming in huge tax increases without ever determining that a tax increase was necessary. Then the budget would hit the streets, and it would already have incorporated in the budget a huge tax increase that people were unprepared for and there was no discussion of why it was necessary.

I noted with great delight this last budget cycle when two councilors actually offered up a recommendation that I had made about 7-8 years ago which is to change the guidance to the city manager prior to drafting the budget so that he would draft it in accordance with revenues that would not require a tax increase, and then justify it. Kathy Galvin and Dave Norris both supported that, although it never went anywhere. We are still doing what we've been doing for the past 15 years.

Then once you get that process right, you force the city manager and his staff to come forth and find efficiencies and justify things. That's important because the city manager is a full-time employee, the city staff are full-time employees, they know how to find efficiencies if they want to.

But City Council are five part-time employees and none of them have the kind of analytical or executive experience to actually dig in there and find the things that the city manager ought to be bringing forth to them. It's that relationship between the city manager and his whole staff and city council that is at issue as well. If we can bring that forth in a way that puts more of the burden on the city manager's staff to find the efficiencies and then make the recommendations to council and say, 'if you want this here's what we have to give up, or we have to have a tax increase.' Come forth with some honest analysis rather than just saying 'What do you want to cut?' I think often times we put the cart before the horse.

I mentioned doing the right things. Obviously we have our core government functions of public safety, education and infrastructure. We have to do those things but there a lot of programs that we do that, frankly, some are effective some are not effective, some are efficient, some are not necessarily efficient. I think the real issue is does it fit within what we should be doing. Can the private economy do it a little bit better? Are people capable of doing this for themselves? If not, let's just make sure what we are doing is not just a good program but it's one that is going to achieve the stated goals.

I have some serious issues with our public housing program. I have made that a major plank of my campaign here. As I said at a forum the other night, 2014 marks the 60th anniversary of two seminal events in Charlottesville—one of which is the Supreme Court decision *Berman v. Parker*, a predecessor to the *Kelo* decision, but it's of the same mold and it gave the legal green light to the Vinegar Hill [urban renewal project], which we now look back on history and say it was a huge mistake. But that's what gave the legal green light. Most people in the city have probably never heard of *Berman v. Parker* unless you are black and over age 60, because I guarantee you they know that decision. And then 1954 also marked the year that we created the Charlottesville Redevelopment and Housing Authority for the purpose of cleaning up the slums and managing public housing. We've had this same

program in effect for about the last 50 years. It has never worked well and it's not working well. I can tell you stories from my time as a criminal defense attorney here of young men and women in trouble where you find that the polices of the housing authority are actually getting in the way of their advancement.

I had a case of a young man, charged with a probation violation, and his wife was on the stand and I had her testifying. She was saying how much she loved her husband, how much he loved her, they had two kids, they really wanted to stay together as a family. He was in and out of jail and a convicted felon who had trouble getting a job. She was providing a lot of the support and because of that the only place that she could afford to live was public housing. Then she said, 'They won't let him live with me because he is a convicted felon.' Who is 'they'? 'They' is us, 'they' is the Charlottesville Redevelopment and Housing Authority, maybe some bureaucrats there, but it's us, we own this problem. I took a look at the judge and I saw her whole demeanor change. It changed from, 'I'm going to give some wise and benevolent decision here that's going to make everything better,' to sort of a pained look on her face and realize there just wasn't anything she could do to really engender justice in this case. It was beyond her control, beyond her power. So it was a terrible situation and I have heard other stories like that where we are just breaking up families—probably for some good safety reasons for the people that live there—but there's got to be something we can do better there. I think the whole system needs to be rethought, needs to be redeveloped. We need to give the people the opportunity to own some of the properties that they are in. We need to give them the job training to get them into the mainstream of economic life here. That would be something that I would focus on in terms of, 'Are we doing it right?' Because I don't think that one's being done right.

3. Name one specific area of the city budget that you are concerned about and why. Do you think it deserves more funding or less?

Well that requires an answer that [explains] what is wrong with the whole budget process. When I said I went through the budget process, what I see happening to city council is that the city manager comes in with two big notebooks full of raw data and he says, "You go find what you don't like and you tell me what you want to cut." You are asking me to do something that city council hasn't been able to do for 15 years.

What I will say is that we just saw the report from the Free Enterprise Forum. The City of Charlottesville has got the second highest per-capita spending of any locality in Virginia. The only one higher was another city. I expect that we are going to be higher per-capita than a lot of the rural counties, but you don't expect it to be higher than Richmond, but we are. And we've got I think the fifth highest in per-pupil spending, and several years ago when I did that

work on the elected school board we were the third highest, so we have done a little bit better. At that point we were the third lowest in reading and math performance, and now we are still near the bottom, I want to say we are right around fifth or so from the bottom in reading and math performance.

So the specific area of the budget [I am concerned about is] to focus on the process first, and we have to get the staff to start bringing forward some of those ideas. I don't think the councilors are aware of a lot the things that they are doing. They are not aware of the law governing tax increases. They are not often aware of the long term consequences of how the process is working to harm Charlottesville, even as it benefits some. So I guess in my experience, rather than focus on one specific piece of the budget I want to focus on that whole process and make sure we have all of the experts that know where the skeletons are, that know where the inefficiencies are tasked appropriately to bring that forth to city council's attention so city council can make rational decisions as to what to choose and what not to choose. I don't think any one city councilor can do that by himself.

If I were to pick one program right now that I am a little skeptical of, it would have to be the City of Promise program. I am a little skeptical of that, I'll talk a little bit more about that when we get to the education [question]. It's a good idea, but I'm not sure it's going to work, and I'll explain why later.

4. Earlier this year, the council enacted a stormwater utility fee that will go into effect in 2014 to replace and rehabilitate the city's stormwater pipes. Do you support this program? Why or why not?

I absolutely support the idea of doing our job of fixing the infrastructure and upgrading the infrastructure so that we are not polluting the water that's going into the Chesapeake Bay. I grew up in the land of pleasant living. I just spent three glorious days sailing on the Chesapeake Bay imbibed in raw oysters and steamed crabs and loved every minute of it. I don't want to see us being responsible for polluting the bay and destroying this great resource that we've got.

My question is whether the 'rain tax,' we call it a stormwater utility fee, but in fact it's a tax. We've been calling it the 'rain tax,' liquid revenue so to speak. The question is whether that was necessary to do the job. To the extent that it is necessary today, it has only become necessary because we failed to take care of that infrastructure in the past. We collect money through our utility fees, it's my understanding that a few years ago we had the highest per-capita utility rate in the state of anybody. I don't have the current data, so I don't know if we are still up there, but we collect that money, we collect profits. We have taken money from that enterprise fund, which is where that money goes, and transferred it into the general fund to provide money for other priorities. That's the money that's designated to take care of the

infrastructure. We create a hole and then we fill the hole with a new tax, and it's a tax that's somewhat unfair because it hits non-profits as well—churches, Salvation Army, things of that nature. So the answer is I absolutely support the goal of improving our infrastructure, not just because the federal government says we have to do it, but because it's the right thing to do. I'm gonna do that. What I will do on council, is I'm going to make sure, now that we've got that money coming in for that purpose, I am going to make sure it goes to that purpose. When that purpose is achieved, if we can phase that out, I'll try and phase that out. I'll do everything I can to get us back into a scheme where we are doing our job every year and not having to wait for a crisis and then, all of a sudden, have this huge public hearing and say we have to have a new tax to do it.

5. Does the city's department of Neighborhood Development Services have the funding, staffing and expertise necessary to implement council's vision for good urban design and placemaking?

The short answer to that is I don't know the answer to that. What I would have to say is that in my analysis of the budgets over the last 10 years I have seen a fairly substantial, large growth in government employees in general. I don't know that they all went to Neighborhood Development, public works, I just don't have the current data on where they all are. What I would say is that as part of that budgeting process one of the things that I would be institute would be periodic, I would say quarterly, reviews of departmental budgets and departmental performance. I want to make sure each department is living within their means and that they are in fact doing services for the taxpayer so that we are getting good value for the money that we are giving them. I think in terms of Neighborhood Development, Jim Tolbert has been in there a long time, I would certainly listen to him. I think the burden is on Jim to explain why he needs more people. If we are putting demands on him, if city council is putting demands on him, that he can't meet with the people [he has], then we need to address that. I would certainly listen to that. But there has to be that burden [of proof] and we have to have the option to say, 'Maybe you've misunderstood our demands here because that's not really what we want in the first place.'

In terms of the neighborhood services, I would point out that most of the development and redevelopment that's going on is limited to certain parts of the city, it's limited to certain corridors, and that was by design. In that 2002 re-write [of the comprehensive plan] I remember the headline in the paper when it finally came out was: 'City decides to grow up, not out.' Well we didn't decide not to grow out, we've been constrained for 30 years by our revenue sharing agreement [which prevents annexation] we had to do something. It was really not just about growth up it was really about a quid pro quo to get a little higher density in certain corridors while trying to reduce density in the neighborhoods. People who live in residential neighborhoods, they don't

want big high rises right next to their house. They want to be able to park their car and have their kids play in the yard without fear of a lot of traffic around there, without fear of a lot of crime. So it was really a quid pro quo to get some higher density development on the corridors while at the same time finding a way to relieve some of the pressure on the neighborhoods so that we can create good safe walkable neighborhoods...Most of our neighborhoods already exist. There are not very many plots of land where you can create a whole new neighborhood here in the city. You are really talking about upgrading houses, existing houses, making sure that the infrastructure is good--neighborhood parks and things like that that are amenities for people who want to come and live there and raise a family here.

So, again, the urban design idea is limited is limited to certain areas of the city. I'll certainly listen to Jim Tolbert. I'll listen to the city manager. I'll listen to anybody who makes the case that we need to have more people [in Neighborhood Development Services], but I am going to look at it with an overall view of the whole city and what we are doing and make sure that he's right.

6. If real estate tax revenues increase, should Charlottesville lower its property tax rate? Why or why not?

The short answer to that is they are required to do it by law. And this is an area where, I can't tell you, in fact I can't name a single city councilor in the last 10 years that admits he knew what the law was. Just last week I mentioned that there was a law and the councilor said, 'You mean there is a law about that?' Well yes there is and it says that when the revenues go up by more than one percent from last year you lower the tax rate to compensate for it. Do you have to lower the tax rate, no. No you don't have to provided you do four things. First and foremost you have to determine that a tax increase is necessary. Number two, you have to put a public notice in the paper advertising that you are going to do a tax increase. Number three you have to have a public hearing saying we are going to raise your taxes. And number four, after the public hearing, you have to cast a vote. City Council has to cast a vote to raise the taxes.

The city attorney has put out a memo, about four years ago, to all the city councilors on this, and he sort of described the law as procedural. He minimized the substance of what they are doing. The substance of what council is doing is raising taxes every time the assessments go up. Why is that? Because nowhere in our constitutional system of government does the tax assessor have the authority to raise revenues. All he can do is say the land is worth this much, or the property is worth this much. If you want to raise revenues, that's city council's job. City council has to deem it necessary and they have to vote on it.

So every time your tax burden has gone up in the past 20 years, it's not because the assessments have gone up, it's because city council voted to raise revenues. So that's why I want to get the horse out in front of the cart again and get the city manager to craft his budget around revenues rather than the tax rates. Because if he crafts it around revenues from last year, with no tax increase, and then he says 'Here's what you've asked me to do and I need this to do this.' Then we can ask questions. What would we have to give up to get this? There is a give and take with the whole city staff on whether or not we really need to raise taxes. When that discussion is over, we may decide we need to raise taxes, but it will all be out in public, and I'll be able to stand up there and say, 'Yes, I am raising your taxes and here's why.' That's something I haven't heard. I take that back, I heard it one time. After four years of browbeating city council, in 2007 I had one city councilor finally stand up and say, 'He's right, we're raising taxes and here's why...' I haven't heard it since.

7. The Charlottesville City Council has provided the school division with one-time funds to balance recent budgets. What steps should the council take to help the school board build a more sustainable school budget?

City council provides the funding to the school board. The school board by law has the constitutional powers to spend it where they see fit. The power of city council to help the school board do their job, that they are elected to do, that they have the expertise to do, is very limited. What I can do is challenge them to think differently.

I know when I did my town reversion paper, and this is admittedly somewhat old, but what I noticed, and what I think is still true, is in comparing the city and the county, the city had spent a significantly higher portion of their school budget on overhead and less of it in the classroom. The county was just the opposite. So the first and foremost thing is to make sure that the money that is given to them is in fact getting into the classroom, that they are wringing out the inefficiencies and overhead that may or may not be necessary. Admittedly, we've got a somewhat of a different class of clientele in the schools so we have to have some programs to support them. I get all that. I get that we are not the county. The county has 15 percent free and reduced lunch population and we've got closer to 45 or 50 percent. That's a problem for us and we have to deal with that. The school board has a tough job to do, but they are the ones with the constitutional authority to do it.

But the money in the classroom idea is really just an efficiency issue. It doesn't get to whether or not the schools are actually performing up to what they should. I think our focus really ought to be on making sure that every kid that's in school learns and can achieve up to grade level so that when they graduate from high school they are in fact ready for college. They can read

and write at the twelfth grade level. They can perform Algebra at the twelfth grade level. If they drop out of school in the ninth grade, that's their business, but at least have them read and write at the ninth grade level because most books for car technicians are written at the eighth grade level so they have to be able to do this. I think that's a real issue for the schools. I know they are trying hard to do that. They are limited somewhat by the model they have. It is a public school model. I think we have [grades] K-4 and we are trying to go to K-5. I would personally prefer to see them go to K-8 and then go right into high school. That's how I grew up, in a K-8 model, and it worked pretty well. I have heard some critique of the K-8 and I know the K-8 model would probably require some investment in the schools, to expand certain schools. But these are things that I would at least challenge them to think about.

In thinking about performance, this is where I talked earlier about the City of Promise [in Charlottesville]. Several years ago I had a good friend of mine who was all ecstatic about this new book she had just read. She held this up and said, 'This is the answer to our education problems, if we can just do this, it's all based on science.' Every time I hear somebody talk about a program, an education program that's based on science, my little skeptical antenna goes up, and I say, 'Well, I want to read this book.' So I did. It's a great book. It's called *Whatever it Takes* by Paul Tough, written about Geoffrey Canada's attempts to establish the Harlem Children's Zone. Geoffrey Canada had one goal in mind and it was to prove to this entire country that inner city kids can learn, can learn effectively, and can get into college. [He said] he was going to prove that and he set out to do 'whatever it takes' to make sure that he achieved his goal.

And the City of Promise we have here is somewhat modeled after that idea. It's sort of a cradle to college support for disadvantaged kids. We have a little area cordoned off around Charlottesville that includes Westhaven, some Star Hill neighborhoods, some of the poorer neighborhoods, to try and provide some of that outside the school system support. Why am I skeptical that it will work? Because I read the book, and that book is not about science. It was about leadership.

There were three things that he had up there that we don't have here. Number one, and the most important one, he had a charter school right smack in the middle. He had total control of hiring and firing authority over the teachers, he had control over the curriculum, he had control over the extracurricular activities. He even expanded it to do a lot of the things that the City of Promise is doing with the families, to bring the families up so they could support the kids. He did everything he could to help them overcome the effects of the street culture that is always pulling them down. So a charter school is number one, and we don't have that, and there is nothing city council can do to get a charter school. Only the school board can decide whether they want a charter school here or not. Do they have the guts to do

it? I don't know. Maybe they would if we really put the program before them. If you want this program to work, you are going to need it.

The other thing they had up there was Geoffrey Canada. A leader. A man with a vision, a man with the stamina, and the education and the drive to do what it was going to take to get it done. Where do we get such a person here? I would be willing to bet that there are people right here in the community that could do it. But it's not just a matter of saying, 'Here is a program, go run with it.' It's got to be somebody with that drive and the leadership skills to really make it work. So I say it is not about science, it is about leadership.

The other thing he had was political and financial support. We've got a lot of financial supporters around here and there's a lot of philanthropists. If someone came forward and said, 'I want to do this in the city of Charlottesville, I can make it work.' We would find people coming out of the woodworks to help with funding. It's got to have the political support, and that requires convincing the school board to give them that kind of authority to do that. I don't know that I can demand that as a city councilor. All we can do is say this is what we've got, and here's what we are working with. If you really want this program to work we're gonna have to do something different. Are you willing to do something different? I would challenge them to think. I think one of the things we have learned over the years is that more money doesn't necessarily mean better performance. Even Geoffrey Canada would say that too. He said, "Yes everyone needs more money and public schools need more money too, but it doesn't always equate to performance with the students.'

Teaching is an art form. It's not something you just measure. It's like leadership. When I taught leadership it was always said to me that leadership is something you can learn but you can't teach it. There's a lot of truth to that in teaching. You can learn how to be a good teacher, I'm not sure you can teach somebody how to be a good teacher. You sort of have to have the drive and the moral senses to connect with the kids and make them want to learn. I really respect teachers. I don't like this whole idea of blaming the schools. There are so many good teachers out there. I don't like this idea of taking teachers and saying we are only going to give you bonuses if your kids achieve certain things. That's such a shallow understanding of what it means to be a good teacher. I have much more respect for them than to simply say, 'Make it happen or you are out of here.' We have to understand that teaching is an art form, just like leadership.

8. Describe a part of local government that would benefit from increased city and county cooperation and that you would make a priority.

Obviously our city-county governments are structured under state law. In all fifty states we are the only state with completely independent cities. Because of that we had an annexation regime and we ended up with an annexation agreement. We live under that agreement and it is my view that that agreement requires the city and county to cooperate on a lot of things. In fact actually part of the agreement was to continue negotiations on consolidating services and it went on for several years after that agreement came into effect. They looked at social services consolidation, they looked at consolidation of the police departments, they looked at consolidation of the fire services. None of it ever got consolidated. I am not going to point fingers, but the point is we do the best we can, if the two sides cannot agree on certain things then they just have to take care of their own.

The cooperation is required because we all live in the same community. But in fact by virtue of our form of government, whether we want to admit it or not, we are in competition with the county and the county is in competition with us. Is this a fair competition? Well they've got 730 square miles of real estate at about 200 people per square mile and we've got 10 square miles of real estate with about 4,300 people per square mile. It doesn't sound very fair, but it's what we've got. [There are] simple things right on the border—Stonefield is in competition with Downtown Mall, it's in competition with the Barracks Rd Shopping Center.

I think what the city has to do in order to approach the county with efficiencies in government is to make sure that we are taking care of ourselves first and that we have a good, competitive business environment for what we've got so that when we do approach on things that are necessary for the good of the people that we are there in a position of strength. We are not just bargaining because we have to, we are doing it because it's the right thing for all the people. We have to have that environment that recognizes that we have to focus on ourselves.

The city has some strengths that the county doesn't have. I think the Downtown Mall is so unique. There's nothing like that in the county. A Fashion Square Mall, a Stonefield, they may want to make it look like that, but it's not. Let's face it, the Downtown Mall is really unique. Probably closer in character is Barracks Road versus Stonefield. The question is what are the businesses going to do? I hope we can keep as many as we can at Barracks Road and keep the revenues here.

In terms of efficiencies, the question is are there certain services that we provide that would benefit from consolidation? You always hear about economies of scale. If you had one police department would we be better

and more efficient? If we had one fire department would we be better and more efficient? If we had one social services department would we be better and more efficient? Again this is where my long experience with government operations gives me just a little bit of skepticism because government programs never get more efficient they always get less efficient the bigger they get. It's not that I would disagree that we can't find efficiencies, let's just not jump on the bandwagon and say that consolidation will automatically grant us efficiencies.

The fire service is one where we could probably find efficiencies. I've had a lot of questions from people about the cost of our fire station—\$14.2 million or something like that for a fire station and the county just spent \$2 million [on a fire station]. It is apples and oranges and I'll admit that. I took a tour of the new fire station and it is a marvelous facility and it's going to serve the city of residents well for a number of years. Primarily because it's a multi-use facility. They are going to have CARS out there, they are going to have some live-in students from UVA doing EMT work, volunteer work for CARS. It's got facilities built right into that building where they can do all of their firefighter training, with the exception of live fires which will have to be done elsewhere.

It is a fabulous facility. On the other hand, what is it that drove the costs up? If it was \$14 million worth of fire department requirements I'd say it's a bargain, but it's not. There was a desire to make the building LEED certified which means there are a lot of green accoutrements to the building, some of which may be cost effective in the long run. I'd like to see life cycle cost analysis on all of the things that increased the costs in order to get this certification. I doubt seriously if they are all very cost effective, although some of them probably are.

But do you know that in that process of trying to make that building LEED certified versus trying to make it an effective building for the fire fighters—the building is going to be the emergency operations center—Are you aware that if we have something like an earthquake that hit Louisa a few years ago that that building might be useless as an emergency operations center? The reason is it gets its power from Virginia Power and it's got two big generators for backup power in case the electric power goes down. That's the good news. The bad news is it's all single fuel generators and it's all natural gas supplied by the city. Because of the LEED certification they didn't want to put a self-contained diesel generator there or dual fuel generators with a gas tank full of diesel fuel because for whatever reason it was not the thing to do. So there is not tertiary source of power for that emergency operations center. You know what their plan is? Their plan is to have a standby contract to have a generator shipped in and the fuel shipped in so that they can plug it in and power the building. And the closet generator that they know of is in Richmond, so if you lose everything you have to wait for this generator to come in. It doesn't seem to make sense. I would have preferred to see the

building spend more money and make sure the building does what it is supposed to do and less money, and with a little more critical eye towards the those thing they were doing to get it's LEED certification. Skylights to save electricity, that's a good thing. Having to buy steel within 500 miles so they don't have to truck it more than 500 miles. Can we get steel cheaper elsewhere? I certainly would have looked harder at all of that and made sure that when we are making the decisions along the way that we are focusing primarily on the function of the building so that it will do what we need it to do in time of an emergency and not quite so much on our holding up a red badge of environmentalism here.

9. Private developers and the University of Virginia are currently implementing a City Council vision of a more densely developed West Main Street that dates back to the early 2000's. Do you support this vision? Why or why not?

I absolutely do and I can tell you that it probably dates back earlier than 2000. I have seen studies on West Main going back to the 70s. Everybody's been trying to figure out what to do with West Main Street, nobody seemed to know what to do. But about 10 years ago is when we rewrote the zoning ordinance and as I said West Main was one of the main corridors we talked about. There's also the High Street corridor coming up from Long Street, there's Preston Avenue, there's Cherry Avenue, there's other corridors that are ripe for high density. The West Main corridor is particularly important because it really links UVa to the downtown area. It's a natural link that should be there and should always be there. It's nice to see the development going up now. If there are students living there, they can turn left and go to UVa and turn right and go to the Downtown Mall. Everything's within walking distance as opposed to forcing a lot of students to live on the outskirts of the city that have to drive their cars in. I support that.

When I helped rewrite the zoning ordinance one of my major concerns was the boundaries between higher density on the corridors and the adjacent neighborhoods. If you look at the way they do development in the county they've got lots of green space and they build in natural buffers between their residential neighborhoods and the business areas so that nobody bumps right up against the back of a restaurant that's dumping their garbage. We don't have that luxury here so we have to be very careful about how we deal with those kind of boundaries. I know that right now the people in Westhaven are feeling like the development on West Main is shutting them out.

That gets back to my issues on the public housing. We have isolated those communities and they are feeling like this development is going to further isolate them and they are not part of that community. There is not an easy path or an easy access for them to be a part of that Main Street development. I think that needs to be addressed. So, yes I support the development. I

have always thought West Main was ripe for this kind of corridor between UVa and Charlottesville and I have never understood why we didn't get it sooner, and maybe it's just the time is right. But we need to take a look at the neighborhoods that are nearby there and make sure they are not shut out.

10. What specifically should the city council do to promote employment and what type of jobs will be your priority?

Fundamentally I'm a free market kind of guy. I don't know that city council has the foresight or the body of knowledge to say, 'This is the kind of jobs we want, and I am going to go get them and bring them here.' It's sort of a hubris to think that we can do that, we probably can't. And even when we do, it may not last. I know we had a great deal of pride when we got Best Buy here. Best Buy's a nice facility, but does it provide enough sustainable jobs for the kind of population we have here?

I have taken a look at the Orange Dot report and the Targeted Market report. The sort of jobs we have here I would call sort of bipolar. You get high-tech and high services environment—financial services, legal services like I provide, the bio-tech stuff that's trying to be nurtured. And then at the other end of the ladder you've got the waitresses and the burger flippers, the actresses and actors, the artists. There seems to be a paucity of old fashioned good middle class jobs that you might have when you've got a manufacturing facility. I don't know that we can necessarily create those kinds of jobs, although we shouldn't be hostile to them. I do sense at times there is this hostility to the dirty jobs. We want everything to be clean. We don't want the manufacturing. I don't think we should necessarily be hostile to it, but I don't know that we'll ever truly get there.

What we can do are two things, one of which will be addressed tonight at the Tom Tom [Founders Festival Tomtoberfest], and that is the nurturing of the entrepreneurial startups--high-tech and bio-tech. If we can get some businesses there, they do create some spinoffs and they do create some demand for goods and services that can be filled elsewhere, and this is where the elsewhere comes into play. Because there are two types of entrepreneurs. There is the entrepreneur that has a completely new idea and wants to risk everything to make a product that is completely new. In 1997, when Apple was about on the verge of bankruptcy, what was the demand for iPhones? It was zero. [Steve Jobs] created the iPhone and then all of a sudden everyone wanted one, because it was a completely new idea. It is innovation that often drives demand itself. So I applaud that effort to bring that into the community. But at the other end of the spectrum are the people with different kinds of skills, and the question is can we create an environment where those kinds of entrepreneurs can flourish as well? A person that starts a restaurant. A person who starts a painting business—they may have skills as a painter, they may have skills as a carpenter. To create your own

business is a completely different beast. People may have skills as a craftsman, but they don't necessarily have the knowledge or the training or the skills to actually run a business. They often times find themselves at a disadvantage to tapping into existing markets. For example, UVa, or PVCC, or Martha Jefferson Hospital that buy things a lot. And here's where I give a shout out to people like Ridge Schuyler and Toan [Nguyen] for creating these hubs where we are not just training people to run businesses, we are actually trying to provide them with some business support where they can connect to those local markets and create a whole new entrepreneurial class right here within the city of Charlottesville. Those people are going to hire people, and so those jobs become available. And if you think about it, it's really kind of the right thing to do too. I keep going back to Vinegar Hill, when it was razed and the public housing was created, 58 businesses got displaced there. The business community is really the heart and soul of a community itself. What would the Downtown Mall be like without all the businesses there? It would just be a place to walk. It's the businesses that really create the environment that makes it as dynamic as it is. If we can recreate some of that entrepreneurial class here at that level, in addition to the high-tech stuff, and connect them altogether, that's where I think our future is going to lie. If we can get something in from outside that can provide some additional mid-level jobs where people don't have to work for minimum wage flipping burgers for the rest of their life. I'd certainly be game to try, but I think we need to grow it all from within right now. The private [sector] people are looking at this and they are doing some good things. I want to nurture that, and facilitate it, and I want to make sure that we continue to focus on some of our most disadvantaged neighborhoods and get them into that mainstream. I think we can do that with some creative thinking with the people who are doing the development, the people who are doing the job training, and so forth. We need leadership here, and some level of understanding of this whole process. It's not just about growth, it's not just about development, what it really is is about economic dynamism. It's a way of recreating things that are already here and creating our own economic activity that feeds on itself. I think the city will thrive if we do that well. We have to have that class of people, the entrepreneurial spirit, at every level of economic activity.