



## Candidate Questionnaire for DeKalb Board of Commissioners District 3

### Summary of Responses

October 7, 2024

**Who We Are** - DeKalb Citizens Advocacy Council (DCAC) is a group of community members from all parts of DeKalb County. Our goal is to educate the citizens of DeKalb County about county governance issues and to advocate for informed citizen engagement and government transparency. We are operating as a 501(c)(4) organization and do not endorse candidates.

**Project / Purpose** – DCAC conducted a voter education project for election to fill these BOC seats. We used the following questionnaire to gather information from all qualified candidates. Candidate responses are provided here verbatim and will be made available to the public online and to the media prior to election day.

**Methodology** – DCAC emailed the questionnaire to the email addresses the candidates posted on their qualifying paperwork to the Secretary of State's office. All four candidates participated.

#### **Those Who Responded**

Andrew Walter Bell

Nicole Massiah

Tommy "Tommy T" Travis

Jakequeline "Jake" Walls

**1. How involved have you been with DeKalb County government or community issues? What expertise and experience in working to address community issues do you bring to the BOC?**

**Andrew Walter Bell – District 3**

I have attended several BOC meetings. I made several comments about issues concerning myself and other citizens about the services or lack of services provided by the DeKalb County government. I have addressed several issues including voters rights and property rights. I have also been engaged in civil right activities concerning the First, Fourth, and Fourteenth amendments.

**Nicole Massiah – District 3**

As a dedicated DeKalb County resident with deep roots in our community, I've leveraged my diverse professional background to address complex challenges. My experience as an attorney, real estate broker, business owner, and community advocate has equipped me with a unique perspective on our county's needs and opportunities.

My legal practice has given me a firsthand understanding of the legal challenges faced by our residents, from family law to evictions. As the owner of a real estate brokerage, I've developed expertise in economic development, community planning, and property rights. I've been actively involved in community initiatives, including mentoring entrepreneurs, empowering residents, providing pro bono legal services, and supporting educational programs. My commitment to creating a thriving DeKalb County for all is unwavering. Some of my community involvement includes:

- Mentoring entrepreneurs through Emory's StartMe program and The Greater Piney Grove's Business Builders' Ministry;
- Empowering and protecting the community as co-chair of the social action committee and my neighborhood HOA;
- Providing pro bono legal services to families in need through DeKalb Pro-Bono, DeKalb Lawyers Association, Feet of Clay, and free community legal clinics workshops;
- Contributing to DeKalb County programs like Juvenile Justice and Leadership DeKalb;
- Volunteering for educational programs in our schools.

I believe my ability to collaborate, problem-solve, and drive positive change will make me a valuable asset to the Board of Commissioners. I'm ready to use my expertise in legal advocacy, business development, real estate, and social programs to create a brighter better future for DeKalb County.

**Tommy “Tommy T” Travis – District 3**

DeKalb Government and community issues is what I do for a living. I have 10 years of directly serving the DeKalb County communities. During that time I have served as an DeKalb Commission Appointee to the Community Council 3 and the Splost 1 Oversight Group. Since November 2020 I have also been a full time I.T. employee serving a year in the Probate Court and the remainder of my time has been served in the Public Works Department. I am familiar with DeKalb processes and procedures.

### **Jakequeline “Jake” Walls – District 3**

As a Firefighter/EMT for 16 years, I served all of DeKalb. My knowing of teamwork and solving problems, allows for an expertise that I would bring to the BOC when issues are brought to my attention.

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## **2. What is your experience in managing an organization’s finances, and what is the largest budget for which you have been responsible?**

### **Andrew Walter Bell – District 3**

I have owned a business since 2007 (Homefolkz LLC). I have never been audited by the IRS. I have a degree in Economics from Georgia State University with concentrations in Business Policy Analysis and a concentration in Urban Growth and the Quality of the Environment. I was an employee of the Federal Aviation Administration (FAA) from 2008 through 2014. I was responsible for the management of millions of dollars through equipment maintenance, payroll, purchasing and other budgetary items.

### **Nicole Massiah – District 3**

As a seasoned businesswoman with a diverse background, I have a proven track record of managing complex financial operations. My experience as a law firm owner, real estate broker, VP of the oldest women's lawyer organization in Georgia, and single mom has equipped me with the skills to:

- Manage Budgets: Successfully oversee budgets in the six-figure range.
- Ensure Compliance: Adhere to all relevant laws and regulations.
- Mitigate Risks: Protect assets and mitigate financial risks.
- Make Informed Investments: Align investment choices with financial goals.

My expertise as a legal conservator, trustee, and broker has further honed my financial management skills. I have consistently demonstrated a deep commitment to fiduciary responsibility, ensuring the protection and management of others' assets. For example, I have negotiated legal deals exceeding \$8 million and facilitated real estate transactions valued at \$4.6 million. This experience has equipped me with the knowledge, skills, and integrity necessary to make sound financial decisions for DeKalb County.

### **Tommy “Tommy T” Travis – District 3**

I have been a member of the DeKalb County SPLOST 1 Oversight Group, where I played an integral role in overseeing the allocation of millions of dollars in taxpayer revenue generated by the Special Purpose Local Option Sales Tax (SPLOST) program. This responsibility required ensuring that the county’s infrastructure and capital improvement projects were funded effectively and efficiently, making sure every dollar was well-spent.

In addition to his public service, I managed the finances of my own business in the Information Technology sector.

### **Jakequeline “Jake” Walls – District 3**

I am the Owner of a Non Emergent Transportation company, also founder of a nonprofit Elevating scholars through alumni, Inc. Neither budget is comparable to DeKalb County billion dollar budget.

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### **3. What are the Top Three issues that you want to address for change in DeKalb County once you become a member of the BOC?**

#### **Andrew Walter Bell – District 3**

First- Economic Development. Second- Provide better opportunities for our youth through trade programs and wrap around services. Third- Community based interactional programs that include a more cohesive way to include families, law enforcement, schools, the business community, etc. to reduce crime and find more productive ways for the community to come together for common goals.

#### **Nicole Massiah – District 3**

Citizens expect their commissioner to be a dedicated public servant who is accessible, responsive, and committed to improving the quality of life in their community. They want a commissioner who will actively listen to their concerns, advocate for their interests and put their own emotion or self interest aside when doing so. Based on the concerns I’ve heard from the constituents, they want a commissioner that will work collaboratively with the CEO, BOC, elected officials, county staff, and community leaders to address pressing issues such as public safety, economic development and housing. Ultimately, citizens desire a commissioner who will represent their values, prioritize their needs, and strive to create a better future for all residents. I am committed to advocating as a member of the Board of Commissioner on those three issues with greater detail and the several others issues we must address in DeKalb County below:

#### **1. Strengthening Public Safety, Services, and Community Well-being**

- Improve Emergency Response Times: Ensure adequate funding, staffing, and technology for police, fire, and emergency medical services. Also, address the remaining 911 call discrepancies in certain parts of DeKalb where calls are misrouted between DeKalb County and Atlanta APD. Reinvigorate non-emergency call centers to handle non-emergency calls.
- Promote Community Safety: Increase pedestrian safety, neighborhood security, and code compliance inadequacies. Also, prioritize initiatives that address the root causes of crime, such mental health, homelessness, and the increased cost of youth & after school programs.
- Reduce environmental inequality and waste management: Implement policies that remove environmental injustices issues such as inequitable code enforcement, noise pollution, and illegal waste disposal more pronounced in specific areas of DeKalb County.

#### **2. Advocating for Housing Stability and Retention**

- Affordable housing: Establish additional programs with housing advocacy groups, Housing where families can put down roots, where seniors can age gracefully in familiar surroundings, and where young people can build their futures without fear of being priced and taxed out.
- Protect Renters' Rights: Enact laws and policies to safeguard tenants from deteriorated homes and unfair leasing

as well as eviction practices.

- Prevent Displacement: Implementation of anti-displacement measures like senior tax caps, and relocation assistance.
- Supportive Housing: Backing support and/or transitional, and emergency housing strategies for all of our unhoused citizens including those suffering from mental health or substance abuse; veterans; domestic violence victims; and our four legged residents.

### 3. Driving Quality Economic Development and Revitalization

- Revitalizing Neighborhoods: Encouraging booming economic developments that will revitalize underserved areas introducing that's beneficial and not at the expense of the neighbors. Also, preventing developers from delivering empty promises through ordinances, resolutions, and agreements.
- Streamlined Business: Improve the counties permitting, licensing, rezoning procedures and to encourage businesses that are beneficial for the community.
- Job Creation: Attract new businesses and industries as well as supporting existing ones to create more job opportunities for residents.
- Diversify the Economy: Reduce reliance on the proliferation of socially adverse businesses and attract a variety of businesses that provide beneficial services to the community.
- Economic Growth Readiness: Strengthen the bargaining ability for DeKalb County to encourage the desire of desired companies and industries by having the infrastructure, transportation, and public safety & services prepared to provide what is necessary for successful and long term sustainability.

#### **Tommy "Tommy T" Travis – District 3**

Top Three Issues TommyT for District 3 Will Address Once Elected to the DeKalb County Board of Commissioners (BOC):

Economic Growth & Development

Public Safety

Fully Funded Modernizing County Technology Systems

Education: Provide wrap around services to less advantaged students and their parents Support for Seniors

These issues represent my commitment to transparency, integrity, and meaningful change in DeKalb County.

#### **Jakequeline "Jake" Walls – District 3**

Code Compliance, Public Safety, Economic development

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#### **4. What other areas do you consider needing improvement in DeKalb County and how would you change them?**

##### **Andrew Walter Bell – District 3**

We definitely need an overhaul of the budget. We're spending 47 million on IT. DeKalb cut the police general fund budget while increasing the animal control budget that's now larger than the Police (General Fund) budget. We also need changes in the Planning & Sustainability department. They've given us predatory businesses like casinos disguised as gas stations and storage units. The community has suffered because of it.

### **Nicole Massiah – District 3**

While all the proposed improvements are crucial, improving governance is a critical step towards meaningful progress in DeKalb County. To achieve this, our government could consider implementing a multifaceted approach with other improvements that include:

#### **1. Governance and Leadership**

- Eliminating Redundancy: Conduct a thorough review of existing processes to identify redundant tasks and responsibilities. Eliminate unnecessary procedures and positions found in regular operation in the county.
- Accountability and Transparency: Increase public access to government information including decision-making processes, project & repair statuses, development tracking, and financial data.
- Citizen Engagement: Foster greater participation from residents in policy development, oversight committees, and boards.
- Effective Cooperative Leadership: Develop and implement leadership training programs and best practices for elected officials and government staff where they also work together.
- Responsible Appointments: Conducting rigorous research and due diligence when making appointments. Thoroughly investigate the qualifications, experience, and track record of each possible appointment to ensure they possess the necessary skills and expertise to effectively serve our community in the role they're looking to fill.
- Responsiveness and Communication: Utilize service request tracking technology, improve the 311 Call center that follow-up with service requests and complete them with expediency and not just recording them.
- Improving Service Delivery Standards: Set clear goals that align with the county's strategic vision, develop SOPs to ensure consistency and efficiency, and seek feedback as a standard practice to address concerns by the citizens over service delivery.

#### **2. Education - School Quality: Improve the quality of public schools through adequate resources, competitive salaries and ongoing training to attract and retain qualified educators.**

- Accessibility: Ensure equitable access to quality education for all students, regardless of the neighborhood they live in here in DeKalb County.
- Closing the Achievement Gap: Address disparities in educational outcomes between different student groups.
- Career and Innovation Readiness: Prepare students for the workforce by offering vocational training, internships, modern teaching methods and curricula to prepare students for their future in DeKalb.

#### **3. Transportation and Infrastructure**

- Prioritize Infrastructure Maintenance: Conduct timely repairs and maintenance of roads and bridges to ensure their longevity and safety.
- Expanded Transportation Options: Invest in the need for additional public transit, biking, and walking paths which are essential for reducing congestion, improving air quality.

#### **4. Healthcare**

- Improving Access to Healthcare: Expand access to healthcare services both mental and physical in the underserved communities of the county.

By addressing some of these other areas, DeKalb County can improve the quality of life for its residents, create a more prosperous, equitable, and sustainable community, to build a stronger foundation for future growth.

### **Tommy “Tommy T” Travis – District 3**

South DeKalb underlying infrastructure is severely neglected in some areas and must be addressed in a systematic and methodical way. Establishing future processes that can not be abated or ignored so as adsorb these costs into future.

### **Jakequeline “Jake” Walls – District 3**

Blighted housing, and I would collaborate with the other Commissioners.

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**5. DeKalb County used to have a more robust #311 platform for fielding and tracking questions, problems, and complaints from DeKalb citizens; then the budget for #311 was cut significantly. As a member of the BOC, what would you do to make the #311 system more functional, transparent, and effective?**

### **Andrew Walter Bell – District 3**

I think we have to use modern technology in a more effective way to track the concerns. I think it's more practical to use modern technology such as application that allows the public to enter a complaint, and the same time allow the transparency to see who has responded, almost like a blog. It's inexpensive but at the same time it allows the government to see the concerns of the public, and it lets the citizens see what the government's response or lack of response is concerning whatever issue is being addressed.

### **Nicole Massiah – District 3**

As a member of the Board of Commissioners, I would prioritize the restoration and enhancement of the #311 system. This crucial tool serves as a vital link between our constituents and county services, and its effectiveness directly impacts the quality of life in DeKalb County. To make #311 more functional, transparent, and effective, I would advocate for increased funding to ensure the system has the resources it needs to operate efficiently. I would also support the adoption of cutting-edge technology to improve accessibility, response times, and the overall user experience. Additionally, I would prioritize citizen feedback and input to ensure the system meets the evolving needs of our community. By implementing these strategies, we can strengthen the #311 system and improve the overall responsiveness and service delivery to our residents.

### **Tommy “Tommy T” Travis – District 3**

As an I.T. professional I will closely look at all of the Technology solutions we currently employ and work the new administration to establish best practices and find the best solutions to effectively communicate with and serve the Est 150,000 District 3 residents and the remaining 1mill + DeKalb residents.

### **Jakequeline “Jake” Walls – District 3**

I would do my research seeing why it was cut and speak with other Commissioners and CEO to see how we can improve a more functional and transparent system.

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**6. DeKalb County has over 40 citizen advisory and oversight boards. Neither the BOC nor the Administration has evaluated the administration and reporting of these boards for many years. Board positions in multiple boards have been vacant for months and years or filled repeatedly by the same people. How much of a priority is this for you to tackle when you enter office? What would you do to make sure these boards are functioning effectively, and more citizens have opportunities to apply and serve on these boards?**

### **Andrew Walter Bell – District 3**

I think citizen advisory boards are important and having the same people on each of the Boards doesn't allow for new inputs or new ideas. I think we have to come up with different nomination practices to appoint members to these Boards. We also have to use new methods that include input from social media. What we cannot continue to do, is to continue to use the same ineffective methods we have to employ new methods that makes sense.

### **Nicole Massiah – District 3**

DeKalb County's citizen advisory boards are a vital link between residents and government, providing crucial input and oversight. However, with over 40% (20 out of 49) having significant vacancies or expired terms. These boards are struggling to function effectively so this is a top priority for me. To revitalize these boards and ensure they represent the diversity of our community, I propose a multi-pronged approach:

- Comprehensive Review & Reform: We need a thorough assessment of all boards, evaluating their relevance, effectiveness, and compliance with regulations. This review will inform potential reforms to streamline structures, improve efficiency, and enhance accountability. Redundant boards may be consolidated or dissolved.
- Filling Board Vacancies with Transparency: Prompt and fair filling of vacancies is essential. I'll implement a transparent application process ensuring a diverse pool of qualified citizens has the opportunity to serve.
- Training & Performance Evaluation: Board members need the tools to succeed. This includes comprehensive training on board administration, reporting, and decision-making. Additionally, regular performance evaluations will identify areas for improvement.
- Boosting Public Engagement & Accessibility: Transparency is key. Board meetings and materials will be readily accessible, and I'll encourage citizen participation in the board selection process.

By implementing these solutions, we can ensure DeKalb County's citizen advisory and oversight boards function effectively and become valuable assets to our community. I'm committed to working with the Board of Commissioners, the County Administration, and everyone in DeKalb County to achieve this goal.



### **Tommy “Tommy T” Travis – District 3**

When I take office, revitalizing DeKalb County's citizen advisory and oversight boards will be a top priority. These boards are critical for transparency, public participation, and ensuring our government is responsive to the needs of all residents, but they can't function effectively if positions are left vacant or repeatedly filled by the same individuals. I will push participation in these board by young residents in the early stages of their career whenever possible. The perspective of those often overlooked young professionals can and will enrich DeKalb County Government.

### **Jakequeline “Jake” Walls – District 3**

I would wait and do my research on all the boards making an informed decision on which ones to keep.

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## **7. An ongoing issue that is top of mind among residents is annexation into existing cities. What is your stance on annexation of unincorporated DeKalb areas into adjacent cities?**

### **Andrew Walter Bell – District 3**

Although it's probably not a policy that's good for unincorporated Dekalb County, the ship has already sailed. Why would people want to continue to be under the control of a jurisdiction that has failed them and failed to listen to their concerns. My job as a public servant is to make people lives better. If an annexing makes more sense not out of emotions but out of practicability then I'm for it, but my plan is to reverse the trend of citizen wanting to leave.

### **Nicole Massiah – District 3**

Many residents are concerned about annexation into surrounding cities. While annexation can offer access to city services, it also raises concerns about increased property taxes and a loss of local control. As a commissioner, my priority would be to ensure DeKalb County thrives. Annexation should be a last resort, pursued only when it demonstrably benefits both the unincorporated area and the annexing city. Forced annexation, without resident consent, is unacceptable.

To make informed decisions, we need to carefully consider:

- Property tax impact: Will annexation significantly increase property taxes for residents in unincorporated areas?
- Loss of local control: How will annexation affect resident decision-making on zoning, land use, and other key issues?
- Service quality: Do the services offered by the annexing city truly outweigh those currently available in unincorporated DeKalb?
- Community input: Residents most affected by annexation must have a voice in the process.

Ultimately, the decision on annexation must be based on a thorough analysis that prioritizes the best interests of all DeKalb County residents.

### **Tommy “Tommy T” Travis – District 3**

During my 20 plus years as a homeowner SE DeKalb residents voted no to cityhood and or annexation on two separate occasions.

### **Jakequeline “Jake” Walls – District 3**

DeKalb County is on a great path that is forward moving. I believe there will be no group or area that would want to leave DeKalb County.

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## **8. Another ongoing issue that is top of mind among residents is the formation of new cities in DeKalb County. What is your stance on further creation of new cities in DeKalb?**

### **Andrew Walter Bell – District 3**

It was inevitable after Dunwoody became a city, and other cities grew bigger by annexation. However, once Brookhaven became a city, being part of unincorporated DeKalb no longer makes sense. Some say we don't have the revenue. We have to get more from the business that have been parasites, for example we can raise the money for fees on businesses that have electronic slot machines. Bottomline once DeKalb let the areas with the higher revenue leave it no longer makes sense, to be part of the County that everyone has already given up on the idea of collective government. Once the cities took they're ball and went home, it's no longer a game we should be playing. I was around when County government worked, and unfortunately, I'm around to see it not be able to work effectively or efficiently.

### **Nicole Massiah – District 3**

I have carefully considered the concerns raised by the citizens of District 3 regarding the formation of new cities in DeKalb County. I understand and respect their perspective that the motivations behind these discussions are primarily driven by challenges in service delivery.

Rather than pursuing the creation of new cities, I believe that our focus should be on improving the quality and efficiency of services provided by DeKalb County. By addressing the underlying issues that have led to discussions about city formation, we can avoid the potential drawbacks of annexation and the erosion of county taxes.

I am committed to working with county officials, community leaders, and residents to develop strategies for enhancing service delivery in all areas of DeKalb County. By focusing on improvements in areas such as infrastructure, public safety, and education, we can address the concerns that have led to discussions about city formation and build a stronger, more united community.

**Tommy “Tommy T” Travis – District 3**

If during my time as commissioner if that public sentiment was to change in favor of cityhood then I would give the people ALL of the information they would need to make an informed decision and go with the will of the people.

**Jakequeline “Jake” Walls – District 3**

If DeKalb continues to improve the services moving forward there will be no need to form a new city.

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**9. There is a technology platform called OpenGov that is a tool many counties and cities across the nation use for providing governmental accountability and transparency to their constituents. Would you support adopting OpenGov or a similar platform in DeKalb County for this purpose? WHY or WHY NOT?**

**Andrew Walter Bell – District 3**

I don't know enough about OpenGov to comment on it specifically but I'm 100% for government accountability and transparency.

**Nicole Massiah – District 3**

I strongly advocate for the implementation of transparent and accountable financial management systems, such as OpenGov Budget building/reporting or similar platforms. These tools would provide our constituents with full access to information regarding how county tax dollars are allocated and spent. By increasing transparency, we can foster greater public trust and accountability in our government.

**Tommy “Tommy T” Travis – District 3**

Yes, I would support adopting OpenGov or a similar technology platform in DeKalb County to enhance governmental accountability and transparency. Implementing a platform like OpenGov aligns with my commitment to transparency and efficiency, giving residents greater control and insight into county operations.

**Jakequeline “Jake” Walls – District 3**

I would leave this decision to the CEO and IT department. She will be handling day to day operations.

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**10. DeKalb has just completed the first comprehensive review of its Organizational Act in over 40 years. A set of specific recommendations have been made by the Charter Review Commission and its report has been presented to the CEO and BOC. Which, if any, of the recommendations would you NOT support being changed in the Organizational Act and why?**

**Andrew Walter Bell – District 3**

I don't think many of the recommendations make sense. What we have to consider or think about; Is why does DeKalb County have the only government of its kind out of 159 counties? Are all the other counties wrong or is DeKalb County way of doing things the right way? The Charter Review Board did nothing for making meetings more accessible to the public, like evening meetings, or allowing the public more time to speak at meetings.

**Nicole Massiah – District 3**

While the charter review committee's recommendations represent a step in the right direction, certain proposed changes raise concerns regarding the preservation of essential checks and balances in DeKalb County's governance structure.

I am fortunate to have studied both Political Science and Philosophy receiving BA's from Georgia State University in both disciplines. I learned the foundational democratic principle of separation of powers mandates that the executive, legislative, and judicial branches of government operate independently to prevent any one branch from gaining excessive control. By allowing the chief executive to influence or control the legislative branch's actions, the proposed changes can undermine this fundamental safeguard of our democracy.

Specifically, proposed Section 14(a) grants the chief executive broad authority over all internal and external relationships. This potentially undermines the separation of powers principle, as the executive branch should not have unchecked control over the legislative branch's functions.

Additionally, sections 15(a)(1)(B) & (D) and 19(c) could inadvertently concentrate power in the executive branch by allowing nominations and budgets to be automatically confirmed if not acted upon within a specified timeframe. This diminishes the board of commissioners' role in oversight and decision-making.

Furthermore, proposed section 20(a) imposes a rigid deadline for the approval of procurement and purchasing regulations without adequately considering the possibility of rejection by the board of commissioners.

The recommendations from the charter review committee appeared to be a compromise on fundamental changes needed in the DeKalb County Organizational Act. Though I especially like some of the proposed investigatory changes like the authority to investigate the operations and conduct of county departments, offices, and agencies – my thoughts are for the committee to revisit the sections mentioned to ensure that the proposed charter amendments maintain a balanced distribution of power and preserve the essential checks and balances that safeguard our democratic principles in DeKalb County.

**Tommy “Tommy T” Travis – District 3**

To my knowledge there is underlying recommendation to shifting more power from the CEO's office to the Board of Commissioners. This could improve checks and balances which I think is a good thing on face value however in

times of crisis like a natural disaster this could delay governmental responsiveness and contradict my call for an efficient and or transparent government.

**Jakequeline “Jake” Walls – District 3**

I would reserve my views on the charter review and recommendations until I’m on the BOC.

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**11. One of the recommendations for change in the Organizational Act is for the Board of Commissioners is to establish one or more citizen engagement groups intentionally designed to foster more “bottom-up” communication and dialogue from and with neighborhood residents about planning and zoning issues, but also potentially other concerns involving multiple departments. Would you support the development of such programs? WHY or WHY NOT?**

**Andrew Walter Bell – District 3**

I do not support this action. The County needs to bring in a proven person to oversee Planning and Zoning issues. Someone who has revitalized a city in the past (large or small). Many citizens have no background in development. Why would you let an electrician perform a surgery on your knee?

**Nicole Massiah – District 3**

Absolutely. Initiatives that foster greater community involvement in DeKalb County government are crucial for building trust and ensuring that elected and appointed officials are working effectively on behalf of residents. Effective communication is essential for maintaining positive relationships. Many DeKalb County residents have expressed dissatisfaction with the lack of communication regarding services and a feeling of being unheard on important planning issues. A bottom-up citizen engagement group would provide a direct platform for residents to address planning and zoning concerns, especially in neighborhoods that have felt overlooked.

**Tommy “Tommy T” Travis – District 3**

Yes, I would support the development of citizen engagement groups intentionally designed to foster “bottom-up” communication and dialogue with neighborhood residents about planning and zoning issues, as well as other concerns involving multiple departments. This recommendation from the Organizational Act highlights the need for inclusive government and aligns perfectly with my campaign’s values of transparency, accountability, and community engagement.

**Jakequeline “Jake” Walls – District 3**

I’ll reserve my comment until I research all the boards and see what the county needs.