



Est. 1964

**The "C" Club of Houston
2020 Primary Election Candidate Questionnaire**

1. I would be interested in the C Club's support in my race for YES / NO.

2. I agree with the C Club's mission statement YES / NO.

3. Please state why you are running for office (50 word limit):

Houston's energy and medical industries are under Democratic assault with "the Green New Deal" and "Medicare for all." Thus, Republicans must retake the U.S. House, beginning with CD-7; CD-7 also must stimulate conservative voter turnout for President Trump's electoral-college victory and to hold majorities in Texas Legislature for

4. If elected, what would your top three priorities be? (50 word limit): *2020 reapportionment,*

*Flood mitigation - make Washington's budget and ~~seas~~ bureau crisis work for Houston.
Energy - enhance production and export of fossil fuels, especially Texas LNG,
Health Care - lead by example in generating market based solutions to the ACA.
add Taxpayer Advocacy - beginning with Balanced Budget Amendment (and fiscal discipline)!*

5. Key Endorsements:

Chase Untermyer, Pat Oxford, John Beddow, W. ea Lee, Glen Dondo, plus numerous business leaders and current and former elected officials

6. Total amount of money raised: \$ ^{about} 50,000 Total cash-on-hand as of today: \$ ^{about} 1,000

7. Any other information you would like us to be aware of (50 word limit):

Winning CD-7 requires track record in business and political leadership and command of most important issues. The campaign must simultaneously energize the conservative base and appeal to independents. I am the only Republican candidate capable of unseating the very formidable Democratic incumbent, Ziggy Fletcher. (see attached bio and letter).

I certify that I am a candidate for the 2020 primary election and have completed this questionnaire as of the date noted below.

<i>JAMES NOTEWARE</i>	<i>(signed) James Noteware</i>	<i>CD-7, Texas</i>
Candidate Name (Printed)	Candidate Signature	Race
Date: December <u>30</u> , 2019		



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The "C" Club of Houston
2020 Primary Election Candidate Questionnaire

Best contact information for your campaign:

Primary Race: CD-7

Name: Jim Noteware

Phone: 713-819-4460

E-mail: jim@jimnotewareforcongress.com

Address: 5402 Fieldwood Houston, TX 77056

Campaign web site: jimnotewareforcongress.com

Other: _____

* * * * *

James D. Noteware

For over 40 years, Mr. Noteware has specialized in the development of real estate and the value-added turn-around of properties, portfolios and the organizations that manage them, both private and public. Mr. Noteware's projects have won numerous awards for innovation, performance and impact. Currently, through his various development and advisory companies, he is engaged in development of major commercial projects and creation of residentially based mixed-use communities in (re-)emerging urban infill locations in and around Houston, Texas.

Mr. Noteware is active in civic affairs, serving as Co-Chair of Houston's International Trade Center, focusing on international trade and investment. He has served as Expert Op-Ed Contributor to the Houston Business Journal, and is a frequent speaker on public policy, real estate markets and international investment.

Mr. Noteware's business career has been supplemented by invitations from two big-City mayors to lead large public agencies. He served two years as the City of Houston's Director of Housing and Community Development. The Department had had a deeply troubled history for many years, and at the request of then newly-elected Mayor Annise Parker, Mr. Noteware assumed leadership and quickly effected a major organizational turn-around, returning the Department to compliance with Federal and State funding agencies. He then led the City into community development, emphasizing the revitalization of distressed neighborhoods through close working relationships with community groups, the creation of public-private partnerships and innovative financing mechanisms, and stimulation of employment opportunities through economic development. The Urban Land Institute's Rose Foundation appointed him a Rose Fellow, 2010-11. He served on the boards of directors of the Houston Housing Finance Corporation (HHFC), Houston Business Development, Inc. (HBDi), the City's economic development financing organization, and the Coalition for the Homeless (CFH).

Previously, in 2003 and 2004, at the nomination of Mayor Anthony Williams of Washington, DC and confirmation by the White House, Mr. Noteware led the real estate investment, development and operations of the National Capital Revitalization Corporation (NCRC), a joint venture between the District of Columbia and US Federal Governments, to maximize and realize the value of the real estate held by both entities in the nation's capital. Mr. Noteware recruited a new leadership team and worked closely with numerous constituencies (including neighborhood groups, private developers, Federal and local officials and institutional investors) to effect high profile transactions, development of major projects and stimulation of neighborhood revitalization programs, including transfer of the Southwest Waterfront to the Anacostia Waterfront Corporation; redevelopment of the Mt. Vernon Triangle; creation of the DC USA / Walmart project; sale of the Waterside Mall into numerous neighborhood mixed-use developments; and numerous projects in Anacostia, Columbia Heights, along Georgia Avenue / Howard University, and around Union Station near Capitol Hill.

Through Noteware Advisors and other entities, Mr. Noteware has served as interim CEO of several real estate and other organizations, leading their workout, turnaround and re-capitalization. On behalf of the FDIC, he led the liquidation of more than \$3 billion of distressed financial institutions and their portfolios for the Resolution Trust Corporation in Texas, frequently negotiating their transition to new private ownership.

From 1993 to 2002, Mr. Noteware served as Chairman & CEO of Maxxam Property Company, the real estate development and investment operating subsidiaries of Maxxam, Inc., the Houston-based Fortune 500 Company. His responsibilities included overall planning and direction of the companies' portfolios comprised of multi-family housing, large-scale master planned communities, commercial and special-use properties such as resorts, hotels and casinos. He guided the "value-add" turn-around and disposition of Maxxam's acquisition and five-year hold of the Texas's first RTC portfolio which included more than 8,000 apartment units, and more than 1 million sf each of office space and shopping centers; led the development of the 13,000 acre Town of Fountain Hills, Arizona, Phoenix's largest master planned new community; and directed the transition of Palms del Mar in Puerto Rico, the largest single project in the Caribbean from a resort operation to a residential master planned new community with resort amenities. He also served as President of the Sam Houston Race Park, which received the Houston Business Journal's Legacy Award in 1994 for the most significant new development in the region – the \$100 million project was built start-to-finish in less than ten months, on time and on budget.

Prior to joining Maxxam, Mr. Noteware served as National Director of Real Estate for Price Waterhouse, leading the firm's real estate practice domestically and internationally from its New York headquarters. In 1992, he received the firm's Outstanding Real Estate Professional Award for client service and practice development. From 1979 to 1990, he served as National Director of Real Estate for Laventhol & Horwath, becoming the youngest member of that firm's board of directors and leading the international real estate practice of Horwath & Horwath, the firm's global partnership. Early in his career, Mr. Noteware was a management consultant for Booz, Allen & Hamilton in Washington, DC, focusing on financial restructurings, workouts and turnarounds of problem loans and asset management for the resulting REO for major money center banks; he practiced architecture in Palo Alto, California, participating in the design of several major projects including the Las Colinas Ranch near the DFW airport in Irving, Texas and Harbor Bay Isle in the San Francisco Bay.

Throughout his career, Mr. Noteware has held leadership positions in many real estate and other organizations, including Chairmanship of the Urban Land Institute's Houston District Council, from 1996 to 2000, and serving on the board of Directors of the Real Estate Roundtable, the organization that represents the industry's interests in Washington, DC. He is a member of the Young Presidents (YPO) / World Presidents Organization (WPO) and serves on the boards of several significant organizations, public and private. He holds a Bachelors Degree in Architecture and Civil Engineering from Stanford University and an MBA in Finance from the Wharton School of the University of Pennsylvania.

James D. Noteware
Jim Noteware for Congress
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Mr. Michael Quinn Sullivan
Chief Executive Officer
Empower Texans
P.O. Box 49730
Austin, TX 78765

December 13, 2019

sent electronically to:
endorsement@empowertexans.com

RE: Texans for Fiscal Responsibility – 2020 Congressional Questionnaire

Dear Mr. Sullivan:

Earlier this afternoon, I submitted the completed 2020 Congressional Questionnaire in the hopes of earning the endorsement of Texans for Fiscal Responsibility for my campaign for Congress, Texas District #7.

I want to supplement the earlier submission with evidence of my direct experience in taxpayer advocacy in Houston over the past ten years. To begin, I am attaching a two-page introductory bio of my professional career, devoted mostly to business leadership – in professional services, corporate management, real estate development and international trade and investment. You will see that my business career has been supplemented by invitations from two big-City mayors to turn-around and then lead to success large public agencies, in Washington, DC and Houston.

These two roles convinced me of the near universal opportunity for reform in public management, beginning with the policy priorities of elected officials through capital and operating budgeting and ultimately to on-the-ground delivery of public services. I learned first-hand that government bureaucracies can only be reformed from outside, and the most effective catalyst for reform is “budget starvation.” Following my departure from the City of Houston in 2012, I decided to focus the next stage of my life to leading this reform by “walking the walk” for taxpayer advocacy.

To summarize my activities in the past ten years:

- In early 2010, newly elected Houston Mayor Annise Parker asked me to join her administration as Director of Housing and Community Development, specifically because of my acknowledged work-out and turn-around experience in real estate and related operating businesses. I accepted because I was convinced her request was sincere and the Department desperately

needed fixing, including bringing it into compliance with Federal and State grant programs. Within 90 days, I reduced the staff by one-third and restructured capital programs to renovate over 2,000 affordable multi-family apartment units for less than 25% of the prior per-unit cost estimates. When I departed two years later, we had resolved 50 of 60 serious citations from the US Department of Housing and Urban Development, and the remaining ten resolutions were completed shortly thereafter.

- During the 2012-2015 period, I studied municipal finance generally and the City of Houston's predicament specifically, learning from my mentor, the late Robert Lemer who was widely regarded as the dean of public finance in Texas. In late 2014, John Beddow the (now retired) publisher of the Houston Business Journal asked me to write a series of columns on local public finance as Expert Op-Ed contributor. These columns immediately captured the attention of both the local political establishment and the business leadership. This led to numerous speaking engagements around Houston, testimony during the 2015 Texas legislative session, and extensive media coverage. My writings and speaking on the City's pension calamity became the central issue of the 2015 Houston mayoral campaign and I assisted five of the seven candidates.

- Following Sylvester Turner's election, his transition team sought my recommendations on pension reform. Unfortunately, however, he chose to pursue a different course and in 2017 he asked the State legislature to approve his pension program (as required by state law), including issuance of \$1 billion of Pension Obligation Bonds. I was asked to support the program, but after my review, I wrote to Senator Joan Huffman, sponsor of SB 2109 that confirmed the Mayor's plan and authorized issuance of the bonds, that I could not do so. My objections were both substantive (poor financial policy) and procedural (the program was based upon misinformation and misunderstanding). Nevertheless, SB 2109 became law and the bond proposal was placed on the November 2017 ballot and approved by the voters.

- In December 2017, I sued the City of Houston because of the deceptive ballot language that was used to convince voters to approve the \$1 billion authorization. The deception was a sentence missing from the ballot that permitted the City to raise property taxes in the event that it could not service the debt from the new bonds. (This was the third such deceptive ballot language in five years, after the "Rain Tax" and the "Bathroom Bill," both of which were struck down by unanimous verdicts of the Texas Supreme Court.) I sued to protect the property tax cap that had been passed by Houston voters in 2004. While the judge in our case ruled that he did not have the authority to grant my motion for summary judgment (technically we lost in his lower court), he also enjoined the City from ever breaking the property tax cap (so in reality, we achieved my objective and we won on financial grounds).

Nevertheless, my legal team appealed and the State Supreme Court has agreed to hear the appeal, most likely in 2020.

- During the current 2019 election season, I have served as financial consultant to the most serious challenger to Mayor Turner, Tony Buzbee, advising him on how to immediately address the City of Houston's increasingly desperate cash situation and then, longer term, provide sustainable solutions for lasting change. In the past few months, despite the beginning of my own campaign for Congress, I have attempted to stimulate turnout of conservative voters by speaking consistently about the desperate and immediate need for "regime change" in Houston during this election. I am motivated from the Congressional perspective because Houston's fiscal situation is directly linked to the well being of District 7 in many ways: 80% of the voters in District 7 are in the City, and our most pressing issue, flooding, has its Federal recovery and prevention allocations tied up in the City's inept and corrupt bureaucracy. This latter point.

This local experience in Houston has influenced the formulation of policy positions for my Congressional campaigns, creating my specific focus on "taxpayer advocacy." To my knowledge, I am the only candidate that has articulated this commitment, and also the only candidate to have specific -- let alone ten years of consistent -- experience in putting this policy into practice.

I suggest that you contact each of three gentlemen who can confirm this experience and provide their own perspective of its value to Houston:

- Charles Blain – Empower Texas's former Houston representative, and himself a keen observer of Houston's political economy.
- John Beddow – former publisher of the Houston Business Journal and an aggressive supporter of my Congressional campaign.
- Bill Frazer – long-time friend and business colleague who now serves as my campaign manager. I understand that he won the Texans for Fiscal Responsibility in his run for City Controller in 2015.

The larger issue, however, is how importantly this taxpayer advocacy directly supports my main reasons for entering the Congressional race, to:

- Align Washington's priorities with needs of our constituents in Houston.
- Lead by example, communicating transparently and behaving civilly, and
- Hold government accountable.

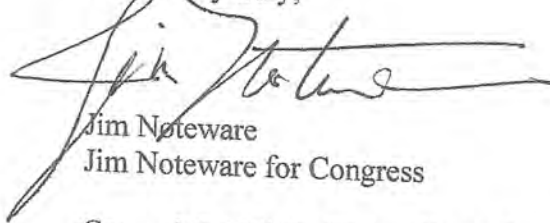
So, based on this experience and my commitment to change Washington according to our Houston and Texas values, I will be ready to lead day 1.

I am also attaching another copy of the completed and signed 2020 Congressional Questionnaire.

I will be pleased to provide you with any of the extensive documents to illustrate and confirm the experience noted above. I look forward to our forthcoming conversation; please let me know when you want to schedule the interview.

In the meantime, please accept my very best wishes for a Merry Christmas and happy holiday season. May the new year bring us much needed changes including a new Representative in Texas Congressional District #7.

Yours very truly,



Jim Noteware
Jim Noteware for Congress

Cc: Mr. Bill St. Clair – Campaign Treasurer
Mr. Bill Frazer – Campaign Manager

Enclosures:

- James Noteware bio
- 2020 Congressional Questionnaire – completed and signed