

There has been a proposal to the Council from the Planning Board of new development that would have industrial use on the ground floor and residences above. While this has been seen as an alternative in several cities, it's usually over existing industrial not new construction. I could easily see these ground floor spaces go unoccupied with the residences covering the income required to make the investment profitable for the developer. Not the intended outcome.

Already many gym owners, breweries, caterers, bakeries, and specialized retailers rent industrial space because other space is so expensive. To me it would seem to make sense to have a space occupied at a slightly lower lease rate, than have no lessee at all. To do this, a program would be created to incentivize developers and property owners to fill new space or recently unoccupied space at a discount. This could also be translated into a development credit.

Having these kinds of locally owned businesses would also create a greater sense of immediate community in a new development. There should be a mix of businesses proposed so that each new project is not a "cookie cutter" town square model. Medical and dental offices, pharmacies, retail, and restaurants can co-exist. The immediate close-knit community feel would set ourselves apart in the region.

Perhaps it is time to revert back to the "original" mixed-use development of the shop/restaurant/drycleaner on the ground floor with the owner living above. True live/work units. There are many small business owners in the Kentlands that either own their property or also live in the Kentlands.

- Please describe your plan for increasing the tax base – rather than tax rates – in the County.

The County is facing an aging population. The number of County residents age 65+ is projected to more than double between 2010 and 2040, from 120,000 to 244,000, raising seniors' share of the population to 20% by 2040. Income in this age category decrease as people retire and shift to a lower fixed income. Therefore, we need to bring in younger workers and high-paying professional jobs rather than increasing the number of service jobs, as I have seen with the proliferation of mixed-use town square development. More jobs and more diverse jobs will be key.

- What is your plan for making Montgomery County more attractive to businesses looking to expand or relocate (i.e. increased tax incentives, subsidies, streamlining the development approval process)?

We need to work on growing a business friendly climate. While offering incentives to move here are good, we should not always chase businesses to come here but concentrate on growing our own. Among other ways, this would be through workforce development and education partnerships between business and MCPS/Montgomery College/USG/John Hopkins. Montgomery County is also more than just along the Metro Red line. Attracting large employers upcounty along the I-270 corridor would provide employment opportunities near our fastest growing area, Clarksburg, and could keep commuters near home rather than on I-270.

County Procurement practices need to be addressed. Large contracts leave out small businesses because they cannot compete on the same scale.

Stormwater management fees and regulations should be reviewed for streamlining and elimination of duplicative fees.

2. Montgomery County leaders have continued to approve increases in the County's operating budget that require spending at levels exceeding private sector growth. GSSCC believes the County government needs to do a better job of living within its means. This is even more important given the recent announcement of a \$120 million revenue shortfall for the current fiscal year.

- Did you or would you have supported the 2016 property tax increase? **Yes**

We were at a critical point in our school system that per pupil funding had essentially stagnated since 2009 and was ever stretched to cover more students. Student enrollment has increased by

10,000 since January 2014! They could no continue to do more, or even the same amount, for more students without a significant increase in funding. My support of this increase was its intention for a very specific need rather than trying to close a general budget gap without careful reductions.

Regarding the residential property tax, Montgomery County (\$1.013 per \$100 assessed value) is "reasonable" compared with surrounding jurisdictions of Howard (\$1.19), Prince George's (\$1.374), and Fairfax (\$1.13) Counties and Baltimore City (\$2.248).

Property tax increases will adjust over time. During the recession, although property values went down, the tax rate went up essentially balancing a higher tax rate and leveling the amount of tax paid rather than reduction in revenue from decreasing property values. According to the Montgomery County Department of Finance, County taxes as a share of personal income in the County was highest in FY2009 at 4.43%, next highest in FY2014 at 4.37% and was projected at 4.12% for FY18. Sharp decreases followed those higher rates and gradually rose again.

Because of Federal Tax policy changes and how our Governor will react with State changes, it is hard to say for sure the future of property taxes in the County. I see the next few years as very uncertain and will require heavily researched solutions for possible results and unintended consequences that I would hope to avoid.

- Did you or would you have supported the 2016 recordation tax increase? **Yes.**

The existing recordation tax required updating to keep pace with increased home values and to equitably distribute the cost of services (specifically school infrastructure which this revenue addressed) among those desiring to live in the county for that major County benefit. Because the recordation tax is rolled into the closing costs of a mortgage, it is not a charge that people routinely have. Except for refinancing, this is a cost incurred very rarely by most homeowners. I have only personally paid recordation tax four times in my 20 years in the County.

- Did you or would you have supported the eventual phase out of the County's exorbitant energy tax? **Yes**

While the energy tax is a large generator of revenue and was a stop-gap measure during dire financial times, similar to the bag tax, the final intention is to change behavior and reduce energy use. In FY13 through FY15, the County Council repeatedly reduced the energy tax rate over the County Executive's objections. After its original proposal, the Council adjusted the rates so that the revenue *from the rate increase* came equally from residential and commercial suppliers - resulting in a higher percentage rate increase for residential customers (a 155% rate increase) than commercial suppliers (a 60% rate increase). Businesses and commercial property owners should be able to factor these expenses into their overhead and budget plans.

I am inclined to believe that a multitude of factors, besides the energy tax, drive decisions to locate or develop in Montgomery County such as quality of schools, accessibility of transportation options, traffic, parks, and arts and entertainment option. The energy tax is only one factor.

The County will have to gradually wean itself off this revenue source over time.

- Other than raising taxes, what ideas do you have for creating an economy that will meet the growing needs of county residents?

Partnerships, Partnerships, Partnerships! Having them, cultivating them, and expanding the number of them. For example, MCPS has some great partnerships and programs to support our students and their families where they are. The Montgomery County Department of Health and Human Services currently operates 12 School Based Health-Wellness Centers located in MCPS schools across the county. Another 29 schools have Linkages to Learning programs onsite in elementary schools. There are also two Judy Centers that provide early childhood services for children birth through age five at

Summit Hall and Rolling Terrace elementary schools. I am very proud of these partnerships that include the YMCA, EveryMind, Family Services Inc., and DHHS with MCPS. I fully support them and would like to see their expansion, especially Linkages to Learning because it is essential to meet families where they are to ensure access to needed services and continuity/continuation of care.

On January 18, 2018, I testified to the Board of Education to maintain Linkages to Learning support and have heard efforts at the Council for a Linkages “lite” program. While it would save money, I would rather make sure that the people receive the services they need rather than just be referred.

It is working with partners and in building those relationships that I excel. For me personally this has been with the Community Ministries of Rockville and Montgomery Housing Partnership. I would strengthen and create more of these relationships on the Council, some of which are supported through the Council grants program.

We need to invest in our collective future. Supporting students supports families and supporting families supports students.

Early Childhood Care and Education: Paul Geller (former MCCPTA President) and I attended the joint HHS/Ed Council Committee meeting on January 26, 2017 discussing how New York City made universal pre-K happen for them. The answer is a intentional, truly collaborative partnership between Government, private businesses, and nonprofits. The burden cannot be on MCPS alone. According to OLO Report 2017-7, released February 14, 2017, the cost in Montgomery County alone is ~\$120M. As I testified to the Kirwan Commission (October 25, 2017) and our County Delegation to Annapolis (November 17, 2017), the County cannot (nor can any individual jurisdiction) shoulder this cost on its own. This needs to be a state priority backed by significant funding and led by a strong proponent, as it was in New York City and Mayor De Blasio. Paul and I attended the Moving Montgomery Forward early childhood meetings led by Nonprofit Montgomery since February last year and strongly believe that a collaborative solution can be found if all agents are willing to share in the process.

Nonprofits are 10% of our economy here in Montgomery county and provide many services that government agencies cannot. I support our nonprofit community and their funding. I am concerned about the repetitive, onerous, and time-intensive nature of the grant application process for County Executive and County Council grants. I support looking into when it would be appropriate to include awards to certain long-standing programs or organizations in the base budget. There are a great number of government programs, businesses, and nonprofits that provide myriad services, however people may not know about them. To expand that work, having a “clearinghouse” that is available to all and getting the word out would go a long way to reaching everyone in the county.

Public-private partnerships should also be further explored for capital projects. Clarksburg residents and students testified at the evening February 7, 2018 County Council CIP hearing to the need for a STEM/Maker Space in Clarksburg. This is the perfect opportunity to get a business partner involved since there is space available waiting to be used.

- Would you support consolidation of some County Government functions in order to reduce costs? **YES**
If so, please describe which programs or services you would recommend be consolidated, reduced, or eliminated.

I am curious about the duplication of Police as a County wide force (supplemented by the municipalities own Police forces) and Park Police and would investigate consolidation.

Procurement practices (for other than nonprofit service providers) should be examined to see if we are truly getting the best price, sometimes we do not get the cheapest price available.

I would like to see an open bidding process online for county capital projects for greater transparency and best price.

On the MCPS capital projects side, the construction bidding process should be opened to all interested parties, and building design should be straightforward to rein in costs. We don't need gorgeous, architectural masterpieces for our schools with all the bells, whistles and newest doodads. We need school facilities that are reasonable, efficient, safe, secure, comfortable, and technologically appropriate. The savings would allow for more money to reach more schools.

I have been a vocal proponent with MCPS to "refresh" schools, similar to the library refresh program, and to keep schools that have "good bones" instead of doing a complete teardown and rebuild. My testimony to both county and state governments on this topic, as the MCCPTA CIP Committee Chair and in other roles, spans several years. Last Spring, my testimony struck a chord with MCPS Chief Operating Officer Dr. Andy Zuckerman, who recognized that the MCPS rev/ex program of school replacement was no longer feasible from a fiscal perspective. Paul Geller and I met with Dr. Zuckerman and Ms. Essie McGuire to discuss moving forward on school "refresh" projects early last summer. Additionally, I continue to advocate to MCPS for solar and green roofs on new buildings and greater energy-saving measures in school design.

- Other comments:

3. In recent years, our members have faced an increasing number of federal, state, and expanded local regulations that directly impact their ability to remain viable.

- Did you or would you have supported the additional increase to the Montgomery County minimum wage to \$15 by 2020? **YES as amended and not as originally proposed**

I remain concerned about the effects this increase will have on the cost of our County Government and especially the impact on nonprofits. Nonprofits will be particularly impacted because there will likely not be a change in the amount of County Grants. Grant money will not increase to maintain the required level of service but remain a flat amount. So while each individual will be paid more, fewer total number of staff can be supported.

- Did you or would you have supported mandatory sick leave, even for part-time employees? **Yes.**

Part-time employees present a challenge. I believe there should be an accrual of leave time available for part-time employees. Just because someone does not work full-time does not mean they should be treated as a second-class citizen.

- Do you support an employer's right to hire and schedule its employees according to its individual needs? **Yes** Do you support legislation that dictates minimum work hours or scheduling requirements? **Yes, with caveats.**

Employers should be able to schedule as appropriate for their business needs, however, there are instances for public safety and personal well being that some scheduling should not be allowed, particularly involving shift work. This would be shifts without adequate rest time in between. For example, working till 11 pm and then having to return to work at 6 am and the number of days that can be worked in a row. Another example is limiting the amount of driving time within a 24-hour period. Inflexibility regarding rescheduling is another issue. Some company policies require requesting days off a month in advance is not always possible, and family and other unexpected circumstances will arise that would hopefully be able to be accommodated before immediate termination. I would seek those sorts of general employee protections.

Finally I believe that a standard needs to be set regarding work hours hired for. Perhaps that needs to be done through legislation. The hours should be defined in numbers rather than words. To be hired for a part-time job with an expectation of being scheduled for 20 hours a week on a regular basis, should be agreed to in writing by all parties. To be hired part-time and be scheduled for only 16 hours on a regular basis, or the flip of being scheduled 30 hours, is disingenuous on the employers part and unfair

to the employee. The same is true of full-time employees. I was once offered a job that required “mandatory overtime” without any more specifics. Needless to say, I did not take the job.

- What policy ideas do you have to enhance the success of our member job-creators?
Greater work with the Economic Development Corp. will be required. As with transportation, have we stopped to ask what the businesses are looking for instead of offering the “usual” menu of incentives. Also having a “one stop shop” to navigate opening a business in the county would simplify the process and provide a guide.

There is a microloan program for small businesses that we should look at expanding.

There are also programs to assist businesses affected by development for the Purple Line and in Wheaton. We should track how these programs play out. While I wish we could assist every business negatively affected by government development, we cannot create a blanket precedent that we will always be able to help everyone.

I particularly want to look at stormwater management fees. With State, County, and Municipal regulations and multiple taxes, there should be some way to consolidate and align requirements and permitting processes and fees while still achieving the goal of reducing impervious surfaces.

- Other comments:
 4. Prior to considering any legislation, the County Council seeks a Fiscal Impact Statement to determine the impact of that legislation on the County’s budget.
 - Would you support a law that requires the same kind of analysis to determine the fiscal economic impact on businesses and non-profits, prior to consideration and enactment of any new law or regulation? **No**
It would be very nice to have that information up front but sometimes it's not possible. It might be a matter of timing and collecting such comprehensive data may not be possible in the required timeframe. These would be OLO reports or outside consultant surveys. (We know how well that went with the study on the minimum wage.) I would like to have as much information as possible going into the decision making process as possible. Closely working with Nonprofit Montgomery should be able to provide basic answers on the nonprofit community as a whole in the County. I would hope our Chambers of Commerce could provide basic business perspectives.
 - Would you require that this analysis include interviews and discussions with actual business owners? **YES**
 - Why or why not?
I would want the information to come directly from the source.

5. Many of our small- and medium-sized business members feel that the policies adopted most recently by County government reflect a lack of appreciation for the contributions they make to our community. Please describe your understanding of the difference between the challenges faced by large multinational companies and small locally owned/operated businesses. Provide three specific examples of how you will support small businesses and ensure opportunities for them to grow and expand.

I like to think that the amendments made to the \$15 minimum wage bill reflects considering the size of small business and the greater challenges they face.

Of the members of the MCCC, 70% are small businesses with fewer than 50 employees so keeping the perspective of small businesses in mind is extremely important. Small businesses are extremely sensitive to changes in the local economy, natural disasters, and changes Federal government budgeting. They do not have the resources to weather tough times.

Specific supports include: expanding the microloans program, disaggregating County contracts, providing a small business navigator and for nonprofits streamlining the grants process and include long-time recipients in the base budget.

6. The Silver Spring Central Business District was envisioned to become a smart-growth live/work/play community. However, in recent years, Silver Spring has evolved into a primarily residential neighborhood (bedroom community), with virtually no commercial office development in the past 10 years. Local retailers and restaurants are feeling the brunt of having fewer and fewer customers during office hours. What will you do to address this and help bring more businesses back to Silver Spring?

Unfortunately this was the development trend that our Planning Board decided to follow: increasing housing density around transit, especially Metro. This is not a policy I agree with. The rationale was that people would be able to commute to work more easily. And the results reinforce that: people are leaving the area during the business day, likely to D.C, depriving surrounding businesses of people during the daytime shopping, eating and errand running that they would do. Large business centers (I don't want to say office buildings since our Planning Board is trying to dismantle Rock Spring and other office locations elsewhere in the County for mixed used development) should be located by transit. Tysons and Reston have done this very well along the Silver Line and the Toll Road.

Creating office space may or may not be a viable option at this point in time. Office vacancy rates in the County are high and an existing >1M square feet of vacant office space does not particularly call out for building more elsewhere.

The State Department of Business and Economic Development designation of Silver Spring an Enterprise Zone in 1996 was only part of a multi-pronged approach to revitalization that enjoyed concentrated County resources. While the designation as an enterprise zone is to provide incentives for commercial (nonresidential) investment, in Silver Spring residential developments received nearly all the benefit from impact tax exemptions. Not the mix of retail, housing, office, hotel, and entertainment originally envisioned but very attractive to developers seeking exemptions from transportation and school impact taxes. The 10-year life of the Enterprise Zone expired in 2006 but through changes in law and in the Subdivision Staging Policy revisions, these exemptions are continuing BEYOND the 2006 expiration date, perhaps into Levy year 2020. So there are plenty of incentives for businesses in the Silver Spring Central Business District to continue to encourage development/redevelopment.

7. The Route 29 Corridor in Eastern Montgomery County has suffered from a lack of commercial and other development for many years. Traffic congestion has increased, and most of it is through traffic to the Beltway or downtown D.C. Few, if any new employment opportunities have been created to provide jobs that would take these cars off the road. What are you going to do to ensure economic development that brings new businesses to Silver Spring including downtown and the East County/Rt. 29 Corridor?

Hopefully Bus Rapid Transit will relieve some of that congestion. As East County Redevelopment projects and White Oak move forward nearby employment opportunities should follow. Again, the general buying public cannot be entirely removed from the area or else "everyday" businesses will not be able to thrive without business traffic for ~10 hours out of the day.

8. The Chamber supports a balanced approach to transportation policies that take into account the needs of our member businesses, their employees, their customers, and their vendors. That balance must accommodate those who use public transit, drive on our roads, travel by bicycle and on foot, and need sufficient parking options at their destination.

- Please describe your approach to finding the right balance of transit, roads, parking, and other transportation options.

While there is a great focus on and push for using mass transit, I'm not sure it exists where and when people want/need it. Transit options must be where people need to travel between, not necessarily where they currently exist. For instance, at an Upcounty Citizen's Advisory Board meeting, I learned there is no direct route between Damascus and Germantown. A rider would have to go all the way to the Shady Grove Metro and then take another bus back North. Bus rideshare startups like Bridj, Chariot, and others are the Uber for groups and may challenge our concept of traditional mass transit through crowd sharing.

Before greater investment in the existing transit and parking options, we need better data. For example, recently a commuter questionnaire was distributed through Montgomery County businesses. This should have been sent to all residents, otherwise we are only capturing the commuter habits of those who work within the county. Many who live along the I-270 corridor commute to Northern Virginia, and many who live near Metro likely commute downtown. They are all commuters. Knowing their final destination would be the first step in understanding exactly WHAT is needed and WHERE rather than only trying to enhance what already exists. For parking, WHERE is the demand, WHY, and for HOW LONG? Without knowing use habits, we cannot provide what is needed nor are we able to reuse places where parking may not be most effective.

We will never completely do away with cars nor will walking and biking be able to make a large dent in commuter behavior due to distance. I believe the recent Subdivision Staging Policy revision opened the door to measuring traffic and transit in different ways to determine "failures." This work is ongoing.

- How will you assure the future success of the Metro?

To address Metro service and to keep the Purple line moving forward, dedicated Metro funding will be required. The County must work with and encourage the State legislature and our Governor to move more quickly. This is also an area wide effort with our neighbors in DC and VA. Better coordination and collaboration MUST happen. While I support dedicated funding, I feel strongly that better governance and management of Metro should be put in place simultaneously. I am also against individual counties (in MD and VA) being singled out to share an undue burden of the cost. The state must be prepared to support Montgomery County with Metro funding.

- What will you do to address the needs and concerns of businesses that expect to be harmed financially during the construction of The Purple Line?

There is a small business assistance program for businesses suffering economic impacts from Purple Construction and the County Wheaton Redevelopment Project.

A microloan program is also available for small business in the County.

MTA is also trying very hard to stay in contact with affected communities and address concerns as the project progresses through the formation of eight Community Advisory Teams. County monitoring through Citizen's Advisory Board Meetings and Central Business District meetings should help discover and address needs as construction progresses.

9. What is your vision for the future of greater Silver Spring and Montgomery County over the next 5 years?

We will have to replace Discovery with a strong County and community partner which will not be easy. We should ask within the County if a business wants to avail themselves of that opportunity before looking outside our borders. It might be a matter of growing into the space. Perhaps there are credits or allowances that could be made to help them grow into the space financially and physically over a few years. Have we looked to Northern Virginia to see what companies are growing and may be able to benefit from that space—a step up without the burden of an oversize space and without employees having to move.

I would like to see a vibrant, thriving, active greater Silver Spring with opportunities for large and small employers and for business, employees, and residents alike.

10. If elected, how will you measure your success at the end of your term?

I would like to have made measurable progress in my primary areas of focus: Education, Opportunity, and Livability. Just as was done while I was in MCCPTA, we reviewed our Priorities Agenda after the year was done and created a report card of what we accomplished and where there was still work to do.

Some examples would be:

Education: While we have an ~90% graduation rate for the County, that is not true at all high schools. How close can we get to a 90% graduation rate at EVERY high school. What progress have our children made academically? Not have they reached a set benchmark, but are they making significant academic gains from year to year?

Housing and Opportunity: Can we generate more affordable housing? How much? Can we make housing stable for families? Have we created policies and action plans that will move us in those directions to make a meaningful difference?

Livability: Can people afford to live here? Are our housing supports working? Invest in programs that show measurable success. Can people get from where they live to where they need/want to go? And not just for work but for life: school for their children or themselves, medical appointments, pharmacies, shopping. Toward Vision Zero, what measurable progress has been made? Can we do more of what's working or do we need to do something different?

Environmental responsibility: Are we making incremental progress to our lofty goals? While Zero Waste will take a long time, are we making measurable progress? Have we closed or will the Dickerson Incinerator be closing in the near term? I would love to see progress on a green Circular Economy here in the County. Let's set a goal as a percentage or dollar value of our economy.