

Daryl Boffman's Responses to the April 7th Forum Questionnaire

Who Asked?	Asked @ Forum	Question	CE Candidate Response
FCBIA	X	The Adequate Public Facilities Ordinance currently restricts the ability of any residential project to move forward in the vast majority of the County unless it is age-restricted. While we all agree that overcrowded schools are not conducive to optimal learning, the lack of new housing supplies are causing home prices to skyrocket and will detract from Frederick County's ability to attract employers. Do you support looking at ways to improve the APFO to allow non-age restricted communities to be approved?	I love new developments. I think they help to create the character of a community. I understand the delicate balance between the number of residential homes and its impact on business growth and success. Frederick County residents are concerned with the rapid increase of residential properties over the past few years. In 2021, over 2,700 Building Permits were issued during the pandemic. As County Executive, I will review the APFO and the Livable Frederick Plan and have conversations with the developers and the community to ensure we focus on the overall infrastructure to support future growth in residential development. If it is determined a change request is needed, I will submit the request and present the need for change to the County Council which has approval authority over ordinances.
FCBIA		As County Executive it is expected that you take a stance on significant issue of state concern that affect our County. What is your position on the congressional and legislative maps that affect Frederick County and our state?	The Legislative Maps were determined to be unconstitutional and needed to be redesigned. The Legislators redrew the maps and as a result both the Governor and Attorney General have dropped their appeals. Frederick County Redistricting Commission collaborated well to redraw the lines for Frederick County's districts. I agree that the final adopted map should be fair and non-partisan. However, the approval of the Legislative Map is the responsibility of the Delegation.
FCBIA		ARP Funds are not equally distributed among the municipalities based upon population or some other metric that would provide more resources to those jurisdictions. Do you feel the distribution of ARP Funds are adequate? Why or why not?	The Federal Government determines the distribution of American Rescue Plan Act (ARPA) funds to the States, County and local Municipalities. The calculation of distributed funds to County and local jurisdictions are calculated based on loss of general revenue calculations provided by the local jurisdictions. The County Executive has no authority in ARPA funds distribution fairness. I feel the ARPA funds are adequate, since the County government incurred the brunt of the expenses resulting from the pandemic.
FCBIA		What structural changes need to occur within County Executive and County Council offices to ensure our County's administration runs efficiently and to ensure there is a separation of powers as envisioned in the charter?	The Charter entrusts substantial authority upon the County Executive's office. The level of authority is commensurate with the County Executive's level of responsibilities over County operations. The Charter form of government works best when the legislative body (County Council) and the executive body (County Executive) fully understands, respects and adheres to the Charter's description of roles and responsibilities. I have served in both executive and legislative roles and clearly understand the importance of their separation of duties and responsibilities in an efficient and effective organization and government. I do not see a need for a structural change at this time.

FCBIA		Do you support modernizing the water and sewer amendment process to ensure a more predictable and timely manner in which such critical infrastructure can be delivered to our communities?	As County Executive, my approach will be to find ways to streamline processes and get more done in an efficient manner so our businesses can successfully provide their products, services and solutions to their customers which will improve our local economy. With regards to water and sewer, the County Council holds meetings to discuss amendments 3 times a year and water and sewer regulations are largely defined by state law. As County Executive, I will have the authority to manage the execution more effectively.
FCBIA	X	The LFMP was approved over 2.5 years ago. To date, just one preservation plan is well underway and another Corridor Plan has yet to even get to the Planning Commission. As it is the lens in which all small area planning will be pursued, how you will you lead your administration to allow planning to occur in a more timely manner so that Frederick County does not lose out on strategic opportunities to attract employers or respond to housing needs?	The Leadership Frederick Master Plan is an award winning plan to guide the development and growth for Frederick County for the future. It took a community approach to draft the plan and is a key priority for the office of the County Executive; therefore, I will be sure to coordinate meetings and discussions around the Livable Frederick plan to ensure timely feedback from the Planning Commission and community so we can move forward strategically, effectively and efficiently with approved development.
FCBIA		Business and Industry Cabinet largely underutilized, what changes are need to be to make their roles or the counties involvement more useful?	The Business and Industry Cabinet was established under Jan Gardner to play a key role in decision making regarding matters impacting our local economy. Under my leadership, the group will meet with me and other key staff members on a monthly basis to review the business outlook for the County. The cabinet will consist of a diverse group of large, medium and small business leaders in varying industries and will reflect the diversity of the County. The B&I members will be involved in discussing major business initiatives and will provide guidance regarding the impact of future policies and ordinances on the business community.
FCBIA		Frederick County is seeing an increase in businesses investing in our community. As County Executive what is your approach to the business industry or major employer wishing to locate in the County with balancing the needs to invest in the County and the public interest?	Attracting and retaining key major employers to Frederick County can boost our economy and provide more opportunities for our small business community. I will review the County's current economic business plans and determine if they line up with my Administration's "Open for Business" culture. Our plans will focus on key business industries we wish to attract to the County based on research, conversations with the Office of Economic Development, the B&I committee and community discussions. We will use this knowledge to create an attractive environment for the targeted industries as was done to build our Bioscience industry. Advanced planning for business growth must include process reengineering to support successful negotiations.

FCBIA		The recent efforts regarding the MPDU is a good example of collaboration among stakeholders and affected industry, will you support and ensure that all future efforts with respect to fees and regulations will follow a similar path of cooperation to strike the correct balance?	The Moderately Priced Dwelling Unit Ordinance was modified to allow flexibility with regards to fees. I will always be open to collaborating with stakeholders regarding fees and regulations for the purpose of seeking common ground. However, the final decision has to line up with our goals for the County and supports a positive outcome for our residents.
FCBIA	X	The industry has asked for 8 years for a comprehensive review at the fees, do you support that effort prior to enacting or supporting any new fees or increases?	I support coordinating a comprehensive review of the industry's fees prior to enacting or supporting any new fee increases and/or reductions. This process will be scheduled to take place on a biennial basis.
FCBIA		Do you support a Housing Fee Transparency bill at the local level that lists the housing fees of a new home that are required by the County including where the money goes? This could be a document each new homebuyer would see at settlement based on the fees in effect at that time.	I will need more information regarding the benefits of approving a Housing Fee Transparency bill in Frederick County. In addition to the benefits, I will need to understand the level of ongoing effort necessary to support the implementation of such a bill.
FCBIA	X	Do you support more oversight and/or notification of State Rated Capacity Changes and decisions by the FCPS on future growth and its timing?	State Rated Capacity changes are determined at the Maryland State Department of Education. I have dealt with this issue as a member of the Board of Education and recall the challenges it caused with trying to plan for new school construction and staffing. Timely receipt of this information has always been an issue. I will look into the cause of the communication breakdown regarding the timeliness of the distribution of this information.
FCBIA	X	Frederick County has the highest recordation tax in Maryland. What are your priorities and do they reflect a direct and equal distribution of the recording fees to agriculture, historic preservation, parks, schools, etc.? Why or why not?	Recordation taxes were increased for the purposes of agricultural and historic preservation. I support the current Recordation Tax level as land preservation is important especially in a county that thrives on farming and agriculture. We are still recovering from the pandemic; as such, now is not the time to start reducing taxes. However, I plan to avoid increases in taxes and fees as we focus more on generating revenue through business growth.
FCBIA		Do you support more direct recordation funding payments to the municipalities?	I will meet with the municipalities to discuss recordation funding. If more direct recordation funding payments are required, I will address the need accordingly. It is my understanding that the City of Frederick's elected officials are not pleased with the allocation of funds. I will discuss this matter with the City's leadership and reassess the current allocations to determine if an adjustment is warranted.
FCAR	X	How would you support additional development and incentives for the creation and/or re-development of housing?	As County Executive, my focus would be from a 30,000 foot view. Additional development will be supported if it meets the requirements in the Livable Frederick plan and meets a County need for development that will position Frederick County in its quest to be a great place to live, work and prosper. More information would need to be collected with regards to the location of the planned re-development and the expected impact on the economy and the infrastructure.

FCAR	X	<p>REALTORS® believe that environmental protections are necessary, however, when they infringe on property rights, due care must be given that the regulations and restrictions are not over burdensome or unjustified. How would you balance the conservation and environmental concerns with future growth all while protecting property rights?</p>	<p>I would steer future growth away from areas that would cause an impact on the environmentally sensitive areas; such as forest, streams, river banks and other environmentally protected areas. This is covered in the Livable Frederick plan. County Government incurs cost when roads and bridges are washed up due to flooding from extreme weather events. We have to make sure we are addressing climate change in a systemic manner to ensure our building community has a predictable structure to reach obtainable goals and so Frederick County is responsible in preserving our planet.</p>
FCAR	X	<p>Please explain what NEW policies you would propose or support to augment existing policies to make the cost of housing more affordable for:</p> <ul style="list-style-type: none"> <li>o First time homebuyers?</li> <li>o Citizens who are at or below A.L.I.C.E. [Asset Limited, Income Constrained, Employed]?</li> <li>o Seniors?</li> </ul> <p>Describe three key issues in your campaign and why they are important to the real estate community.</p>	<p>Frederick County needs to be intentional about building affordable housing. We must include affordable housing in our long term plans as it is important that our essential workers and other working class residents can afford to live in the place they work. I will work cohesively with developers, businesses, housing organizations and State and Federal agencies to develop a long range plan for addressing the funding and construction of affordable housing for our low income, Asset Limited Income Constraint Employed (ALICE), seniors, veterans, young adults, and essential workers. Development Fees are necessary based on our current revenue structure. , when passed along to home buyers, they increase the cost of housing; however, if not collected, the results can be a decrease in the quality of life for existing residents.</p>
FCAR		<p>Real estate is taxed in many different ways at the local and state level. The sale of real estate is taxed through transfer taxes, recordation taxes, impact fees, excise taxes, and capital gains taxes. Do you believe Frederick County's various real estate-related taxes are:</p> <p><input type="checkbox"/> Too High <input type="checkbox"/> Too Low <input type="checkbox"/> Appropriate As Is</p> <p>Please explain specifically if there are certain taxes you would cut or increase?</p>	<p>Impact fees are only paid for new houses not resale. Right now, I believe the fees are appropriate as is. We do not have transfer taxes in Frederick County. Frederick County's Excise tax is set at zero. Excise Taxes are State Taxes and Capital Gains Taxes are Federal Taxes. Because Frederick County is limited in its ability to generate revenue, I would not be willing to lower Taxes without the development of a long-term revenue plan.</p>
FCAR	X	<p>The right to rent one's private property on a temporary basis has been recognized as a fundamental right of property ownership. Short-term rental units also provide a valuable service in the marketplace, are most often well maintained, and provide additional revenue to localities. REALTORS® feel that there should not be a distinction between short-term or long-term rentals and that all property owners, whether permanent residents or landlords, should have the same rights and should abide by the same regulations and restrictions.</p> <p>Do you support stricter regulations on short-term rentals? If so, what would they be?</p>	<p>Having short-term rentals can contribute to lack of affordable housing for first-time home buyers, A.L.I.C.E., essential personnel and other groups looking to purchase a home. More research needs to be done to identify other potential challenges as well as benefits to having short-term rentals share the same guidelines with long-term rentals.</p>

FCAR		As growth continues in the municipalities, so will the need for amenities, schools, parks, etc. As County Executive, how can you help build communication between the municipalities and the county regarding APFO.	Monthly meetings with the leaders of the municipalities. Though communication is important, the County leaders spend too much time talking about what needs to happen and less time making things happen. My plans to grow and nurture a vibrant business community extends beyond the City of Frederick. I will work with the municipalities to develop business plans that will generate a more expanded revenue base for the municipalities to be more self sustaining. In Frederick County, open for business will be a County-wide initiative. We need to be One Frederick made up of 12 successful, self-sustaining municipalities.
FCAR	X	Describe three key issues in your campaign and why they are important to the real estate community.	Excellent Public Education - an excellent public education system attracts more residents to the community. Vibrant Business Community - attracts more residents and businesses to the community and can result in the ability to lower taxes and fees. Financial Stewardship - understanding Accounting and Finance and maintaining AAA Bond ratings will help to ensure Frederick County continues to be a great place to live, work and seek prosperity.
CHAMBER	X	Can you outline/describe your administration's small business agenda?	A thriving small business community is the cornerstone of a strong economy. Frederick County is missing out on an opportunity to become a Business Oasis for the State of Maryland. We are focusing too much efforts in trying to attract large businesses to our County. I will focus more emphasis in fostering a entrepreneurship. I will work with the Chamber of Commerce, Rotary and other business organizations to better understand the needs of Frederick County based small businesses and develop mentor/protege programs to support small business growth and development. I would have the Office of Economic Development broken into three departments (Large Business, Small Business and Entrepreneur). I would increase our business incubator program to add a minimum of 3 new incubators in different municipalities around the County. I will work with the B&I committee to plan Frederick County's next growing business industry to position us as a leader in another growing field as with did with the Biotech industry. I will have a major annual business celebration to place our business community on a pedestal for the world to witness. I will work with the local business community to identify the best programs for our community. I will also initiate a program to provide more access to County contracts for local minority, women and Veteran-owned businesses.

CHAMBER	X	Among your policy priorities, where does economic development rank on the list? Can you talk about your experience with economic development and business outreach in general? <i>ADDED AT FORUM: The downtown hotel and conference center is this Chamber's #1 priority. Please share where you stand on this issue.</i>	on our County's success. I hold a Bachelors Degree in Business Administration from Hampton University. I completed a banking management course and served as an assistant bank manager. I served as Vice President for three separate government contracting companies and I was founder/CEO/President of Acela Technologies for 15 years. I was recognized by the Maryland Technology Council as Entrepreneur of the Year in 2005 and Executive of the Year in 2012. Frederick County's Department of Business and Economic Development Office awarded my
CHAMBER	X	As County Executive, you will exert significant influence over the future of our County. Can you enlighten us on what you consider the most pressing issues facing the County over the next 10 years, and what steps you'd take to address those issues?	Most pressing issues include: Education and the challenge to attract and retain highly qualified educators and staff. I will work with the Board of Education, School Administrators and Union Representatives to develop a plan to fund a competitive salary initiative. Strategic Growth - I will manage growth in a way that ensures the infrastructure, schools, public safety, and revenue can support the growth. I will establish an "Open for Business" culture that will result in business growth and an increase in revenue to address our infrastructure needs. Health and Wellness - our residents are suffering from physical, mental, and behavioral health; stress, drug addiction and suicide. I will work with Federal, state and local agencies, non-profits and our business community to increase funding and resources to address our health crisis.
CHAMBER		The Livable Frederick Master Plan has substantially altered the methods and practices associated with land use planning. Can you talk about the successes and the challenges, and tell us how you view the LFMP changing or adapting to your own vision in the next term?	The Livable Frederick Plan is an award winning plan. It is a great tool to provide some consistency in how Frederick County plans for the development of communities while retaining a high quality of life for the citizens. I will build an important piece to the plan which evolves around funding the Livable Frederick Plan. The current plan is equivalent to having a Financial Statement with only a Liabilities section. I will lead the development of a revenue plan that closely aligns with the goals of the Livable Frederick plan. The County is highly leveraged by funds received from development and home ownership. We can't stop growth and development, yet have grand ideas of a better quality of life. The Livable Frederick Plan must have a supportive long-term revenue plan. I will develop the plan.
CHAMBER	X	We recognize that tension between county and municipal governments will always exist. We've seen some recent issues that highlight this, but overall, Frederick County government and our 12 municipalities seem to be able to coordinate and collaborate effectively. One issue that always seems to be top-of-mind is tax equity, the offset of duplicative services that factor into property tax calculations. What is your view, and how will that view factor into the dialogue with our Mayors and Burgesses?	I'm not aware of a tax equity issue with any municipalities with the exception of the City of Frederick. I believe this will no longer be a concern under my leadership as the City of Frederick has many untapped assets that will be revealed in my plans for the County. A perfect example is the fact that they do not have a downtown hotel and conference center. When completed, this project will generate more tax revenue for the City and open the door of opportunity for other great opportunities for income and job growth.

AUDIENCE	X	What are your thoughts about teaching gender issues to young children? Should this be the role of educators or parents?	I have served as both a Board member and Cabinet member for FCPS. The curriculum staff does a great job of balancing sensitive subjects with age appropriate lesson plans. However, I have no problems with addressing school leadership in a professional manner if I have a concern with information shared in the classroom.
AUDIENCE	X	Are you aware of and do you support United Way of Frederick County's 2022 advocacy platform for A.L.I.C.E. households?	I wholeheartedly support the United Way of Frederick County's 2022 advocacy platform for A.L.I.C.E. households. In fact, I have three children that have A.L.I.C.E. households and I witness their struggles to meet basic family needs. I have one child who could not afford to live in Frederick County, so she purchased a home in Hagerstown. The leadership of a major employer in Frederick County recently recognized its role in reducing A.L.I.C.E. households and decided to increase minimum wages. United Way can't solve this issue on its own. It will take all of us doing our part.
AUDIENCE	X	As a lifelong Fred Co resident I have always prided myself on Fred Co's middle road - temperate. In the last 15-20 years a pendulum has started swinging politically. That's bad for business. That's unpredictable. What would you do to reverse this and a return to a stable centrist gov't?	I am the most business friendly County Executive candidate in this race. I know the current state of affairs in Frederick County government does not support the business industry as I am the only candidate that owned a business in the County. I saw this as an area needing improvement, so I listed business support as my second highest campaign platform issue behind education. I believe the County government should be managed by an experienced business executive, not by a lifelong politician. I am viewed as the candidate that is closest to the "middle of the road." I am a lifelong Democrat with experience as a military officer, business executive, and entrepreneur. I am a servant style leader who places the needs of others above my own needs. To have a stable centrist government, Frederick county needs a visionary executive with a heart. I am that leader!
AUDIENCE		What is your position on a new Career Tech School in the county to allow all those students thar are being turned away because our current location is not event close to big enough?	More students are deciding to forego a four-year college degree as the cost of higher education is outside of their financial means. Trades offer promising careers with competitive salaries. Adding a new career and technology school in Frederick County is a great idea. Funding a new career and technology school would be a major challenge as local business support is paramount to the success of the school. Nonetheless, I will work with FCPS, Frederick Community College, local businesses and other stakeholders to improve access to non-traditional careers and trades.

AUDIENCE		<p>What will you do to ensure the active participation of minority &amp; women-owned business in the development, construction, operation &amp; marketing on the downtown hotel?</p>	<p>I am an advocate for local, small, minority, women, and Veteran-owned businesses. I have discussed with County leadership the need to implement a program that would improve access to County government contracts for this same group of disadvantaged businesses. The minority population in Frederick County is now well over 25% of the total population. Yet, the County does not have the ability to track minority participation on contracts. I am certain the participation rate is less than 5% for minorities. This loss of opportunity equates to a negative economic impact on the minority community and their families. For simplicity, let us assume the County awards \$500 million in contracts each year. If minority owned companies had access to 10% of the value annually, that would be \$50 million in revenue per year to minority businesses. The County would have awarded over \$500 million in contract revenue to minority-owned businesses over a 10-year period. Imagine the impact of minority wealth in the county. The same calculation would apply to women and Veteran owned businesses.</p>
AUDIENCE		<p>If elected, how will you balance serving all your constituents - even those that don't align with your beliefs?</p>	<p>I have received County, State and National Awards for community services. I have served the Frederick community through my service on several boards. As a Board of Education member, I assisted Frederick County with raising student performance systemically. I have served as a member of the Board for the Chamber of Commerce and supported the needs of businesses across major industries. As a servant leader, I place the needs of others above my needs. As a business executive, I worked for customers, subcontractors, and employees whose beliefs did not align with my beliefs and we were able to accomplish important things together as we focused on a common objective. I have enjoyed a successful life as a result of being a goal oriented consensus builder.</p>
AUDIENCE		<p>You are the new County Executive, what is the first thing you would do to improve the dialogue and relationship between the county and local developers?</p>	<p>Some Frederick County leaders have labeled developers as the bad guys. I view developers as key stakeholders in the future of our County. They are business owners who have to make a profit to continue as a viable business as with any other business. As County Executive, I will work to remove the stigma. Frederick County will continue to grow and will offer great business opportunities to developers who understand and are willing to work within the delicate balance between growth and infrastructure needs. As County Executive, it will be my job to ensure strategic growth that balances the needs of the community as expressed in the Livable Frederick Plan with approving well-designed residential and commercial development that will continue to position Frederick County as a great place to live and work.</p>



AUDIENCE		How will you deal with diversity in Frederick County making sure all residence feel safe and can thrive?	I am an African American male who has contributed positively to the quality of life in Frederick County for 30 years. The biggest deterrent to improving race relations is economic opportunity. Everyone wants the opportunity to pursue prosperity. Frederick County is a great place to live; however, access to prosperity has boundaries for minorities, women, Veterans, and other disadvantaged groups as a result of outdated processes and procedures, unnecessary regulations, protected traditions, guarded access and unspoken guidelines. As County Executive, I will expand opportunities for prosperity for all residents, while striving to eliminate the "us versus them mentality." I have proven many times before that raising the bottom of the ship does not lower the top as the sky is limitless. We will be One Frederick, working together in pursuit of prosperity for all.
AUDIENCE		How will you respond as County Executive to the changing demographics of our county and work to include the newest of our residents as well as established residents in your decisions and plans for the county?	Frederick County's demographics are changing. Through my many years as an executive, I have had to deal with the resistance to change that is typically spearheaded by the individuals in an organization that has longevity and are comfortable. Change is hard, but can be easier to accept with clear and transparent communication; a logical and strategic vision and confidence in the leadership.
AUDIENCE		We believe that elected officials are "public servants" (it seems that many candidates have forgotten this). Explain a specific example that shows that you are truly a public servant. What does being a public servant mean to you?	I am truly a public servant. While I was president and CEO of a company serving customers in Los Angeles, I served on the Board of Education. There were times I would fly back from California in the middle of the week to be sure I fulfilled my obligation to the voters as an active and engaged Board member. I was serving on the Board of Education, while running a business, while raising a family, while serving on the Board for Eliminating Achievement Gaps, and serving on the Board for the Chamber of Commerce and running a campaign to retain my position on the Board of Education to keep making a difference in the lives of the children of Frederick County. With the exception of the Board of Education, none of my other Board services included any compensation for my time and efforts. I sacrificed time with my wife, kids, and my business to serve the Frederick community. I am the recipient of the Presidential Community Service Award from the White House as well as State and local community service awards. Being a public servant means to sacrifice your own wants and desires for the sake of providing effective and efficient service for the good of your community without expecting anything in return.

AUDIENCE		"Growth we don't want?" What are the concerns with short term rentals? Rental registration (county)?	Strategic growth is necessary for a thriving community. There are concerns that short-term rentals could result in disruption to neighbors' quality of life. I am not against short-term rentals; however, more research is necessary before deciding to provide the same policies, regulations, and treatment as long-term rentals in the County.
AUDIENCE		Given that Frederick County is now a bicameral form of government under the Charter (County Executive and County Council), how do you plan to work collaboratively with the Council to benefit the businesses and the residents of all of Frederick County?	The Charter form of government works best when there is mutual respect and collaboration between the County Executive and the County Council. As County Executive, it is my role to manage the execution of the vision to ensure quality of life for all residents. The County Council's role is that of a legislative nature which charges the members to develop policies and regulations. It is important that the County Executive maintains amicable relationships with the Council members, municipality leaders and local and state legislative leadership. The County Executive is also responsible for communicating the vision, mission, goals, and objectives to the residents and providing opportunities to receive timely feedback from all residents to consider while finalizing decisions. I will ensure we have effective two-way communications with all stakeholders and residents.
AUDIENCE		Deloitte on January 25th published an analysis highlighting insufficient action on climate change. Continuing to ignore Climate Change and letting temperatures increase above the 1.5 degrees Celsius or 2.7 Fahrenheit, could cost the U.S. economy \$14.5 trillion in the next 50 years. However, investing in a zero-emissions growth now, would provide the U.S. economy with extraordinary gains in a single generation. How do you intend to accelerate investments in clean energy systems in our County? How do you intend to eliminate carbon emissions across the County? What actions will you take to reduce traffic and roads, increase transit, invest in clean energy systems, education, and jobs right now? Are you willing to impose bans and mandates to make this happen? Our window for action is closing fast.	As I have stated before, Climate Change is real and the warrants immediate and intentional plans, policies and bills to address this worldwide crisis. I am not an expert on which actions would create the best impact on climate change. As with my business, when I lack the knowledge around a vital issue, I hire someone who is a trained expert to focus on drafting a plan of execution based on facts and industry best practices. This plan is balanced with the financial status and the overall impact of the organization to accomplish its mission. This is the approach I will take as County Executive. The appropriate response to the questions posed is not to provide a knee-jerk reaction with a list of tasks. The challenges identified do not have quick easy fixes and deserves a strategic plan with a mission and vision, S.M.A.R.T. goals and objectives. In addition, a comprehensive understanding of the cost and associated revenue stream is vital. Therefore, I cannot provide detailed actions at this time. This is a life and death situation, so if necessary, I am willing to impose bans and mandates when warranted.