

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?	We are in a housing affordability crisis, and one of the solutions is more housing. Studies have shown that building market rate units relieves pressure on the housing market and impacts the migration chain, thus helping middle class and ALICE families. I am in favor of reviewing the APFO, along with other planning tools, to see if changes are needed to encourage more housing when and where we need it while staying in line with Livable Frederick.
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?	While redistricting is out of our hands, what is most important is who is representing us in Annapolis and Washington and are they responsive to the needs of our community. We need a County Executive who knows how to build relationships and maintain strong partnerships with our state and federal delegations.
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 American Rescue Plan Act provided funds to states, counties, and municipalities to help with recovery. Once all of the funds come in, Frederick County will receive \$50.3 million and the municipalities combined will receive \$45 million. Many of the County's dollars have been allocated to public health priorities and partners that serve the entire County, regardless of zip code. This is a great opportunity for the County and municipalities to partner on priorities to help the smaller municipalities leverage their funds.
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?	As a two-term member of the County Council with eight years of experience in charter government, I know how our local government works and I know how to target areas for improvement. I would prioritize constituent service, which means no matter which branch receives a concern or complaint, staff on both sides can communicate easily with one another and work together to solve problems. As County Executive, I will empower our employees to be innovative and collaborative. Whether it's a pothole or a permit, residents need to know that we are responsive and solutions-oriented.
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?	Currently the County considers water and sewer amendments in three cycles, and while there is a caveat for out-of-sequence amendments, the rationale for those amendments is a bit of a grey area. I am always open to a review of current regulations to look for efficiencies and would welcome the opportunity to work with County staff and community stakeholders to review our current process, look for best practices, and assess whether changes are warranted.
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 LFMP is an excellent and truly comprehensive plan with a shared vision that I fully support. But progress has been slow and we must find ways to move through small area and corridor plans in a more timely manner. I envision a LFMP interactive dashboard where the community can follow our progress on initiatives and goals and hold us accountable for our progress (or lack thereof). I will ensure that regular updates of the implementation program are shared so we are staying on track or adjusting timelines as needed, and that County divisions and departments align their strategic plans to LFMP initiatives. This really is a COMMUNITY plan and thus we must continue to engage with stakeholders just as we did as the plan was being developed.
FCBIA		Business and Industry Cabinet largely underutilized, what changes are need to be to make their roles or the counties involvement more useful?	I plan to revitalize the County Executive's Business and Industry Cabinet. The main goal of this cabinet should be for the County Executive and staff to receive input from the business community, to listen to concerns, and to problem solve together. Membership must include small business owners and major employers alike, representatives from the many industries that thrive in Frederick County, and women and minority business owners in order to truly provide well-rounded insight into the needs of 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?	This is not a one or the other conversation. When employers look to relocate or expand in Frederick County, what do they want to see? They want a highly trained workforce- that's investing in the County's workforce development programs and partnerships. They want their employees to be able to afford to live here and access our high quality of life- that's managing growth, diversifying housing types, and focusing on affordable housing. They want a highly educated workforce and good schools for their employees' kids- that's fully funding our public schools. By investing in the County we ARE attracting employers. They go hand in hand.
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?	As an active member of the Affordable Housing Council and MPDU Work Group, I have a track record of reaching out to FCBIA when issues regarding the building industry come before the County. I know that looking for common ground, building consensus, and considering all viewpoints results in a stronger and more successful outcome in the long run. While there are times that the County Executive must act quickly and decisively, I plan to follow a similar path on future issues whenever possible.
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 a wholistic review of our current fees and have requested this review for a Council workshop in the past. We need to ensure that our fees are fair and are accomplishing what they are supposed to be accomplishing. Finding places where adjustments or changes may be needed will be essential as we look to both manage and incentivize growth in a way that aligns with the LFMP. I commit to doing this with a process that includes all stakeholders at the table.

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 am always in favor of improving transparency. Before committing to a bill however, I would want to see a draft and get input from the FCAR and other impacted stakeholders.
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?	As a teacher who has taught in one of our most overcrowded elementary schools, including on a cart going from classroom to classroom and in a portable, I know firsthand how critical this issue is. Of utmost importance is accuracy and predictability so that we can better plan for residential growth and school capacity. As County Executive, I would build strong relationships with our FCPS leadership, the Board of Education, our state delegation, and community partners to ensure open communication on this issue.
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?	I support portions of our recordation tax going to specific areas, but we must ensure that those dedicated revenue streams reflect the highest priorities of the County and community. Any changes to these allocations would include a public process. As a Council Member, I am proud to have introduced a bill to dedicate a small portion of the recordation tax to our Housing Initiative Fund, the first time that fund has received a predictable revenue stream.
FCBIA		Do you support more direct recordation funding payments to the municipalities?	As County Executive I would hold regular meetings with the Mayors and Burgesses of our municipalities and would welcome the opportunity to discuss this proposal with them or any other ideas for collaboration and mutual support that may arise from those conversations.
FCAR	X	How would you support additional development and incentives for the creation and/or re-development of housing?	The latest ALICE report shows us that close to 40% of Frederick County families cannot meet a survival budget with housing costs being one of the biggest barriers. Studies have shown that building market rate units relieves pressure on the housing market and impacts the migration chain, thus helping middle class and ALICE families. But we also need to incentivize the building of moderately priced dwelling units (MPDUs) to give first time homebuyers more options. I was an active member of the recent MPDU work group and am currently working on legislation to implement the resulting recommendations that have buy-in from all stakeholders. I also introduced legislation to put a dedicated revenue stream into our Housing Initiative Fund, providing more resources for down payment assistance for new homebuyers and other critical housing programs.
FCAR	X	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?	Many environmental and green building practices have a positive impact on public health, the environment, and save the homeowner money in the long term. Wherever possible, we should incentivize these practices up front to encourage and support homeowners in making these changes. Climate change impacts the public health, safety, and welfare of our community and thus changes in regulations have, and will continue, to be necessary as time goes on. But these changes should start with collaborative conversations whenever possible and build on the County's partnerships in the community.
FCAR	X	Please explain what NEW policies you would propose or support to augment existing policies to make the cost of housing more affordable for: o First time homebuyers? o Citizens who are at or below A.L.I.C.E. [Asset Limited, Income Constrained, Employed]? o Seniors? Describe three key issues in your campaign and why they are important to the real estate community.	Affordable housing is one of the number one issues facing the County and we must continue to propose creative solutions and add tools to our toolkit of affordable housing. I propose exploring a live/work program for first time homebuyers where the County matches employer contributions up to a certain amount of down payment assistance. By increasing revenue to our Housing Initiative Fund we can support more ALICE families looking to be new homeowners with the County's existing programs. For senior affordable housing projects, let's look to our Payment in Lieu of Tax Policy (PILOT) and make changes to provide higher incentives to projects for seniors.
FCAR		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: <input type="checkbox"/> Too High <input type="checkbox"/> Too Low <input type="checkbox"/> Appropriate As Is Please explain specifically if there are certain taxes you would cut or increase?	I am not currently proposing to increase or cut any of the related taxes or fees involved in the sale of real estate. I do support a comprehensive overview of the fees related to building costs so that we can take a holistic look at this issue.
FCAR	X	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. Do you support stricter regulations on short-term rentals? If so, what would they be?	I support short term rentals in our community. I have been following the rental registration proposals in the City of Frederick to see what may work for the County as well. I have not heard many concerns about short term rentals in the County and I am not in favor of solutions looking for a problem. However, should stricter regulations become necessary, we must ensure ease of compliance to protect both the owner and surrounding property owners and renters.
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.	Communication with our municipalities is essential on this issue as the impacts of growth do not stop and start at the lines between the municipalities and the County. Any review of our APFO and adoption of changes should keep in mind the implications of how various APFOs will impact one another.
FCAR	X	Describe three key issues in your campaign and why they are important to the real estate community.	When we engage in good planning and invest in our community, we make Frederick County a more desirable place to live. All of these issues impact one another and impact our overall quality of life. Good schools increase property values. Focusing on affordable housing opens doors for new homeowners. And being a welcoming and inclusive community makes Frederick County a place where people want to live, work, and raise a family.

CHAMBER	X	Can you outline/describe your administration's small business agenda?	Small businesses are the backbone of our economy. We have worked hard to attract major employers to the County and implemented an incredible "turbo fast track" permitting process for them which has been very successful, but we need equal customer services for small businesses as well. Based on what I have heard from business owners, I am proposing a Small Business Navigator or Liaison who works with businesses from point A to point Z, from OED to Planning and Permitting. I would revitalize the County Executive's Business and Industry Cabinet with representation from women and minority owned businesses and use it as an opportunity to listen and learn from business owners.
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>	I enthusiastically support the downtown hotel and conference center and have voted in support of every action that has come before the Council on this issue. Economic development and workforce development are top priorities and essential to a thriving Frederick County. I support our Office of Economic Development staff and the co-location of many of our business organizations in ROOT. Whether it was connecting with Rick Weldon about the County's mask mandate, working with the Chamber's Public Policy Committee to support the repeal of the English-Only ordinance, or bringing builders, developers, and environmentalist together to reach a compromise on forest protections- I have a history of reaching out to businesses and other partners on issues facing the County.
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?	1) We must prioritize education and treat it as an investment in our future. This means fully funding our schools including taking steps toward higher pay for support staff and teachers and smaller class sizes. 2) Managing growth in a way that supports our families, seniors, small businesses, and the environment by utilizing the LFMP and committing to an open, transparent process along the way. 3) Recognizing that an inclusive Frederick County is essential- it means everyone feels safe and welcome, our students graduate ready to work here or choose to come back and work here after college, and our employers can easily attract a talented, diverse pool of employees to our County
CHAMBER		The Liveable 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 LFMP is an excellent and truly comprehensive plan with a shared vision that I fully support. But progress has been slow and we must find ways to move through small area and corridor plans in a more timely manner. I envision a LFMP interactive dashboard where the community can follow our progress on initiatives and goals and hold us accountable for our progress (or lack thereof). I will ensure that regular updates of the implementation program are shared so we are staying on track or adjusting timelines as needed, and that County divisions and departments align their strategic plans to LFMP initiatives. This really is a COMMUNITY plan and thus we must continue to engage with stakeholders just as we did as the plan was being developed.
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?	Years ago local elected officials set up a Frederick County Council of Governments that met periodically to network, share best practices, and find opportunities to partner together. As County Executive, I would not only continue the practice of meeting with Mayors and Burgesses regularly but would look to reinstate a similar collaborative for all local elected officials. In meeting with the Mayors and Burgesses on tax equity each year, I would ensure that all of the services provided by the County and the municipalities are reviewed to look for duplicities.
AUDIENCE	X	What are your thoughts about teaching gender issues to young children? Should this be the role of educators or parents?	While the County Executive plays no role in FCPS curriculum, she does have the opportunity and responsibility to be a role model of professional and empathetic behavior. As an educator, parent, and community leader, I know that the most important part of this conversation is that we ensure every student feels safe and accepted at school. Period.
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 support the United Way's advocacy platform and view the ALICE report as an essential, guiding document for County priority-setting.
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?	Local government is not innately partisan. We are here to make life better for people, solve problems, and provide open, transparent constituent service. I have a track record and work ethic that shows I know how to work across the aisle, collaborate with multiple stakeholders, and get things done. Rather than dig my heels in one side of an issue, I prefer to find common ground and make progress on issues that matter to all of our residents.
AUDIENCE		What is your position on a new Career Tech School in the county to allow all those students that are being turned away because our current location is not even close to big enough?	I support our career and technology programs and recognize they are a key component to successful workforce development. I would look to the FCPS Facilities Master Plan when making decisions about new schools and expansions.
AUDIENCE		What will you do to ensure the active participation of minority & women-owned business in the the development, construction, operation & marketing on the downtown hotel?	I support exploring opportunities to develop agreements with the hotel and conference center developer about utilizing minority and women owned businesses in each step of their process. The County is currently undergoing a review with an outside firm of our own procurement, contracting, and hiring practices in regards to minority participation.
AUDIENCE		If elected, how will you balance serving all your constituents - even those that don't align with your beliefs?	I believe in common sense for the common good. A good leader listens to all sides, seeks out those with lived experiences different than their own, and is willing to be challenged on their own beliefs.
AUDIENCE		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?	A roundtable listening session with stakeholders in the industry to hear the good, the bad, and the ugly.

AUDIENCE		How will you deal with diversity in Frederick County making sure all residence feel safe and can thrive?	I don't think of diversity as something to "deal with." The growing diversity in our community is a huge strength. An inclusive Frederick County means everyone feels safe and welcome, our students graduate ready to work here or choose to come back and work here after college, and our employers can easily attract a talented, diverse pool of employees to our County.
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 is one of the fastest growing counties in the state. To ensure that everyone feels connected to our community, doing listening sessions in each Council District, especially while gathering input on priorities for the County's budget will be essential.
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?	As an educator of sixteen years, I have dedicated my professional career to public service. I view my role on the County Council and candidacy for County Executive as another opportunity to serve. Being a public servant means leading through listening, using your skills and abilities for the common good, and doing what is right even when it is not easy.
AUDIENCE		"Growth we don't want?" What are the concerns with short term rentals? Rental registration (county)?	I support short term rentals in our community. I have been following the rental registration proposals in the City of Frederick to see what may work for the County as well. I have not heard many concerns about short term rentals in the County and I am not in favor of solutions looking for a problem. However, should stricter regulations become necessary, we must ensure ease of compliance to protect both the owner and surrounding property owners and renters.
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?	As a County Council Member with eight years of experience in Charter Government and a member of the first ever County Council, I am uniquely qualified in this area. I know what has worked and what has not and I intend to build processes and procedures that ensure good communication, both between the two branches and with the public, and excellent constituent service.
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.	Climate change is real and is having a significant impact on our community. I support adopting the recommendations of the Climate Emergency Mobilization Work Group and looking at major County decisions through the lens of climate change. By supporting our new office of Climate and Energy, developing a process for a climate impact statement for major legislation and policy decisions, and working with our regional partners such as WashCOG, I believe we can meet our goal of reducing greenhouse gas emissions by 50% by 2030 and 100% by 2050.