

County Council Candidate Responses  
**County Council District 1**

**Question 1:** Please share your vision for fostering a pro-business environment, spurring job creation, and private investment.

**Kathuria:** No response

**Walsh:** No Response

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**Question 2:** What do you envision being your most significant accomplishment during your four-year term to enhance Howard County's business environment?

**Kathuria:** No response

**Walsh:** No response

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**Question 3:** This past fall, the County Council passed an Adequate Public Facilities Ordinance that many believe will hinder and stifle future development.

- a. Do you think this legislation should be revisited before it goes into effect in July 2019?
- b. If so, what would be the objectives of any revisions you would pursue? If not, why not?
- c. In light of this legislation, how will you promote economic development and still address the County's plight of limited affordable housing?

**Kathuria:** No response

**Walsh:** No response

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**Question 4:** Going forward, what is biggest challenge for the County budget and how do you to plan to address these fiscal constraints?

**Kathuria:** No response

**Walsh:** No response

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**Question 5:**

Do you share the concern that our road and transit infrastructure is inadequate to accommodate the jobs and development coming to Howard County and the region?

- a. What are your top priorities for transit, transportation, infrastructure and public facilities investment in the County?
- b. How you would work with neighboring counties, state and federal authorities to address these deficiencies and secure the resources needed to improve these public facilities?

**Kathuria:** No response

**Walsh:** No response

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**Question 6:** How will you support Howard County's educational standards while balancing the needs of our residents and businesses?

- a. Do you believe that the Board of Education has used its County funded budget responsibly?
- b. Do we need to institute changes that require the Board of Education to better use existing school capacity?
- c. What changes in the HCPSS budget process are you considering?

**Kathuria:** No response

**Walsh:** No response

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**Question 7:** What challenges do you anticipate coming up in the long term that require a different approach than today?

**Kathuria:** No response

**Walsh:** No response

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**Question 8:** The re-writing of zoning and land-use regulations will affect the county for generations.

- a. How prepared are you to address the many issues that will confront you in this process?
- b. Please share your zoning and land use philosophy:
- c. What do you want as the end result of this process?

**Kathuria:** No response

**Walsh:** No response

## County Council District 2

**Question 1: Please share your vision for fostering a pro-business environment, spurring job creation, and private investment.**

**Liao:** No response

**Jones:** My vision for fostering a pro-business environment, spurring job creation, and private investment is to have an open line of communication with other members of the County Council, the County Executive, business leaders in the community, as well as those aspiring to do business in the county. Working with other members of the County Council and the County Executive is crucial for a smooth process with legislation whether it be new or amended. Increasing business contacts, and informing them of opportunities is also very important. Lastly, the minority business clause should be upheld and brought to the forefront of conversations earlier on in the process. I have heard from several minority business owners and partners that that is not happening currently.

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**Question 2: What do you envision being your most significant accomplishment during your four-year term to enhance Howard County's business environment?**

**Liao:** No response

**Jones:** I believe my most significant accomplishment with respect to Howard County's business environment will be to seriously tackle the issue of affordable housing in our county.

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**Question 3: This past fall, the County Council passed an Adequate Public Facilities Ordinance that many believe will hinder and stifle future development.**

- a. Do you think this legislation should be revisited before it goes into effect in July 2019?
- b. If so, what would be the objectives of any revisions you would pursue? If not, why not?
- c. In light of this legislation, how will you promote economic development and still address the County's plight of limited affordable housing?

**Laio:** No response

**Jones:**

- a. I believe we should always keep a careful eye on APFO, but this particular legislation may or may not be revisited before next year. I can go either way.
  - b. I personally would not revisit anything over the next year, but will be open to it if other members of the County Council wish to do so.
  - c. Limited affordable housing is definitely an issue in Howard County. I plan to address this regardless of APFO amendments and/or new legislation by supporting smart development that encourages a range of affordable housing options, supporting federal programs, and taking a close look at tax-relief laws for low-income families.
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**Question 4: Going forward, what is the biggest challenge for the County budget and how do you plan to address these physical constraints?**

**Laio:** No response

**Jones:** The biggest challenge for the county budget is that each department could use more money, namely education, public safety, and public facilities. How do we accomplish this? There are several ways, but generally, we could stand to increase revenue to the county and reevaluate expenditures (not necessarily through budget cuts).

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**Question : Do you share the concern that our road and transit infrastructure is inadequate to accommodate the jobs and development coming to Howard County and the region?**

- a. **What are your top priorities for transit, transportation, infrastructure and public facilities investment in the County?**
- b. **How would you work with neighboring counties, state and federal authorities to address these deficiencies and secure the resources needed to improve these public facilities?**

**Laio:** No response

**Jones:**

- a. For starters, the entire bus system in Howard County must be revisited. For example, I think it is absolutely ridiculous to take upwards of an hour to get from a home in ElkrIDGE or Ellicott City to the mall in Columbia, wherein the same trip by car takes - minutes. Long term, working with either Baltimore's metro system or Washington's metro system is the key to the future of our transit system.
  - b. This is where a great working relationship with the County Executive comes in, as well as the local state legislators (delegates and senators). This also helps with respect to neighboring counties and cities such as Montgomery County, Prince George's County, Baltimore County, and Baltimore City.
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**Question : How will you support Howard County's educational standards while balancing the needs of our residents and businesses?**

- a. **Do you believe that the Board of Education has used its County funded budget responsibly?**
- b. **Do we need to institute changes that require the Board of Education to better use existing school capacity?**
- c. **What changes in the HCP budget process are you considering?**

**Liao:** No response

**Jones:**

- a. I am a staunch believer in upholding the high standards of education in Howard County. It is the main reason my wife and I made Howard County our home and chose to raise our kids here. I do think the Board of Education does a good job overall, minus the nasty politics that have been at play for the past couple of years.
  - b. Using existing school capacity is definitely something that should be considered more carefully. However, requiring the Board to better use it may be tough. Again, a working relationship, and having tougher conversations between the County Executive, County Council and the Board is a must.
  - c. I would love to see the HCP budget portion increase, to hire
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**Question 7: What challenges do you anticipate in the long term that require a different approach than today?**

**Laio:** No response

**Jones:** I've mentioned before that a better working relationship amongst County Council members and the County Executive is key. Additionally, I believe with the new age of social media and how citizens of our great county get their information, dissemination of information, meetings, as well as notices must be reevaluated. I often hear constituents mention that they were not aware of notices or meetings that were essential to a specific issue.

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**Question 8: The re-writing of zoning and land-use regulations will affect the county for generations.**

- a. How prepared are you to address the many issues that will confront you in this process?**
- b. Please share your zoning and land use philosophy.**
- c. What do you want as the end result of this process?**

**Laio:** No response

**Jones:**

- a. I have been preparing myself by reading the zoning and land-use regs whenever I have free time, as well as attending (or live-streaming) zoning board meetings. Although I have never served on a zoning board, I do have a high learning curve, and I am confident I will learn and familiarize myself with any and all content needed for Day One.
- b. Given that I have not dealt with zoning and land use before, I can say that my philosophy is to survey the data, understand the numbers, and make the best and most fair decision I possibly can for all parties involved.
- c. To continue to improve the current state of Howard County, in any and all facets!

## County Council District 3

**Question 1:** Please share your vision for fostering a pro-business environment, spurring job creation, and private investment.

**Rigby:** I believe in a Howard County where entrepreneurs, as well as our small and medium businesses receive the environment needed to thrive and attract new business. I value investing in partnerships to train residents of all ages to be ready to excel in the 21st century workplace.

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**Question 2:** What do you envision being your most significant accomplishment during your four-year term to enhance Howard County's business environment?

**Rigby:** Improving our transit system and supporting the attraction of commercial entities to Howard County.

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**Question 3:** This past fall, the County Council passed an Adequate Public Facilities Ordinance that many believe will hinder and stifle future development.

- a. Do you think this legislation should be revisited before it goes into effect in July 2019?
- b. If so, what would be the objectives of any revisions you would pursue? If not, why not?
- c. In light of this legislation, how will you promote economic development and still address the County's plight of limited affordable housing?

**Rigby:** I am open to continuing conversations on policies that will affect our current and future residents. I would welcome the opportunity to discuss the projected fiscal, economic development, and housing affordability impacts. Given my background in the nonprofit sector, I am deeply committed to increasing affordable housing opportunities in Howard County, especially for adults with disabilities.

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**Question 4:** Going forward, what is biggest challenge for the County budget and how do you to plan to address these fiscal constraints?

**Rigby:** I'm very concerned about the impact of federal decisions on our local economy, as well as the increased need for services and capital investments paired with declining revenue. We must expand and encourage our commercial base and consider moderate increases to the transfer tax. Increased partnership is needed between multiple county entities, and we need to look at innovative solutions in regards to capital projects (ex. Community Schools model, Community Centers vs single service senior centers).

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**Question 5:** Do you share the concern that our road and transit infrastructure is inadequate to accommodate the jobs and development coming to Howard County and the region?

- a. What are your top priorities for transit, transportation, infrastructure and public facilities investment in the County?
- b. How you would work with neighboring counties, state and federal authorities to address these deficiencies and secure the resources needed to improve these public facilities?

**Rigby:** It's critical that we have county infrastructure that supports the 21st century economy. Increasing support for our transit system, route efficiency, and increased connection to existing systems is vital. I will continue to work with our neighboring counties, state, and federal authorities to demonstrate the case for increased investment in Howard County.

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**Question 6:** How will you support Howard County's educational standards while balancing the needs of our residents and businesses?

- a. Do you believe that the Board of Education has used its County funded budget responsibly?
- b. Do we need to institute changes that require the Board of Education to better use existing school capacity?
- c. What changes in the HCPSS budget process are you considering?

**Rigby:**

- a. Budgets are about values and education (in all forms and pathways, HCPSS, HCC, senior education, workforce development, and more) must be a priority. Decisions must always be balanced for the common good, and support our residents to the best extent possible.
  - b. We need to see where duplication of effort exists and how we can enhance partnerships between HCPSS and the county government. We need HCPSS to make improved decisions with existing revenue. The choices from the Board of Education regarding existing school capacity have been disappointing and we cannot continue to put off tough decisions when we have many open seats in the county.
  - c. I am open to working with our County Executive, Superintendent, Board of Education, HCEA, and all stakeholders in the community to improving the process.
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**Question 7:** What challenges do you anticipate coming up in the long term that require a different approach than today?

**Rigby:** I believe we will continue to experience tension between competing budget priorities, community factions, and differing visions for our future. It is vital that we value and respect the trust and relationships between our constituents, the Council, County Executive, business community, HCPSS entities and the community at large.

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It is imperative that the work proceed and I firmly believe we can collaborate without compromising our values.

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**Question 8:** The re-writing of zoning and land-use regulations will affect the county for generations.

- a. How prepared are you to address the many issues that will confront you in this process?
- b. Please share your zoning and land use philosophy:
- c. What do you want as the end result of this process?

**Rigby:** I'm always open to increasing my knowledge, I have a degree in Environmental Policy and this is where the seeds for my interest in community planning were planted, and have continued to grow throughout my career. My experience on the Kings Contrivance Village Board working with the County and the Columbia Association has been invaluable. It's critical that we have someone on the council with a well rounded knowledge of the intricacies surrounding the relationship of the Columbia Association and the County and experience with New Town zoning.

I want a future that increases opportunities for our residents to live, work, and play in Howard County. Where we preserve green space, community character, and still ensure available and attractive housing opportunities.

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## County Council District 4

**Question 1:** Please share your vision for fostering a pro-business environment, spurring job creation, and private investment.

**Kim:** My plan for fostering a pro-business environment, spurring job creation, and private investment begins with continuing and increasing the initiatives of the HCEDA in the areas of development, promotions of our location and demographics, keeping our business taxes competitive, and highlighting our educated resident workforce. Additionally, we need to increase the awareness of the priority for government contracts for existing county businesses, facilitating connections among businesses both locally and across the region, continuing with the development of the innovation district at Columbia Gateway, privatizing government activities, and creating an extensive mass transit system.

**Jung:** As a Columbia resident for 30 years and an attorney who owns and runs her own business, I believe that a high quality of life and an educated workforce are the key elements to attracting and retaining business. This means, among other things, continued County investment in our public school system, community college, transportation, housing, and in public safety. I believe that we need to continue to focus our economic development efforts to foster entrepreneurship, expanding minority business opportunities, and attracting high technology companies, particularly in sectors such as information technology, defense and cyber security, and life sciences, including health services. These sectors create the high paying jobs necessary to grow the tax base.

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**Question 2:** What do you envision being your most significant accomplishment during your four-year term to enhance Howard County's business environment?

**Kim:** The most significant accomplishment we can make in the next 4 years is the focus on creating a modern and extensive mass transit system.

**Jung:** As a council member, I hope to make wise funding investments necessary to ensure a high quality of life and educated workforce - critical ingredients to an enhanced business environment.

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**Question 3:** This past fall, the County Council passed an Adequate Public Facilities Ordinance that many believe will hinder and stifle future development.

- a. Do you think this legislation should be revisited before it goes into effect in July 2019?
- b. If so, what would be the objectives of any revisions you would pursue? If not, why not?
- c. In light of this legislation, how will you promote economic development and still address the County's plight of limited affordable housing?

**Kim:**

- a. I would like to see the APFO revisited again as it is not yet completely revamped.
- b. Our rapid development has created a demand that exceeds the capacity of our existing infrastructure. We have an imbalance and so we must ensure that, moving forward, growth and land development occur at a pace that commensurate with our ability to support such development. We can no longer bend and acquiesce in our explicitly-defined public facility standards. I would like to see the County remove the affordable housing clause as it does not belong in the APFO. I would like to see us require the tests and fees necessary to align our APFO with our infrastructure goals.
- c. We need to stop allowing alternative compliance of low income and affordable housing units.

**Jung:** I support the Adequate Public Facilities Ordinance (APFO) passed by the County Council and signed by County Executive Kittleman as a reasonable compromise. Unfortunately, in some parts of the County, development has significantly outpaced school capacity leading to severely overcrowded schools for existing County students. Our existing families, many who moved here because of the promise for excellent schools, need to be our top priority. I do not believe that APFO should be revisited with regard to school capacity thresholds. I do feel that the “fail-safe” affordable housing exception may need some tightening as it does not appear to provide a clear legal standard for County Council action.

Affordable Housing is certainly an important ingredient to a thriving business environment and is in short supply in Howard County. Some affordable housing in the development pipeline or in areas open to development will continue to be built to supplement existing housing stock that turns over. I do believe that the County needs to invest more in its Moderate Income Housing Unit (MIHU) homeownership and rental programs. The affordable housing requirements (900 units) in the Downtown Columbia Plan need to be monitored and enforced. Hopefully, the closure of certain areas to new residential development will be of a temporary nature as we come back into balance with new school capacity through the construction of new schools and comprehensive re-districting.

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**Question 4:** Going forward, what is biggest challenge for the County budget and how do you to plan to address these fiscal constraints?

**Kim:** The biggest challenge for the County budget is its growth. I would like to see us move to a zero-based budgeting type concept where departments get what they need in any given year and not just add to the previous years’ budget. This will enable us to control spending in a more educated way.

**Jung:** The biggest challenge for the budget, as reported by the Spending Affordability Advisory Committee (SAAC), is that “expenditure growth and projected needs in Howard County continue to exceed projected revenues. ...revenue has not kept pace with the growing demands for County services and capital investment.” The SAAC projects slow to modest revenue growth with uncertainties caused by possible federal spending and workforce cutbacks. On the

expenditure side of the ledger, it projects an increased overall population demographic trend of a growing school age population along with a rapidly increasing senior population.

Clearly, expenditure control and discipline are required, and the SAAC report identifies opportunities for increased spending efficiencies and improved financial planning strategies. County leaders and the Economic Development Authority need to aggressively market the County to grow the commercial tax base. I concur with the recommendations of the SAAC that an upward adjustment to the transfer tax (and reallocation opportunities) may be warranted, as well as the possibility of a new ambulance fee. I also believe that increasing developer impact fees and taxes needs to be reviewed and probably increased to help defray infrastructure costs associated with new development. Some of these items will require State legislative action. Calibrating these types of taxes and fees is complicated since they are demand sensitive. While I hope to hold the line with respect to ad valorem taxes because they are regressive in nature, all revenue sources should be on the table to address this structural budget imbalance.

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### **Question 5:**

Do you share the concern that our road and transit infrastructure is inadequate to accommodate the jobs and development coming to Howard County and the region?

- a. What are your top priorities for transit, transportation, infrastructure and public facilities investment in the County?
- b. How you would work with neighboring counties, state and federal authorities to address these deficiencies and secure the resources needed to improve these public facilities?

**Kim:**

- a. We can expand and build roads where available and gain funding through our capital budget, grants, and revenue from the State and Federal governments where applicable. However, mass transit is the key and the first priority is funding. We can look to Singapore, Tokyo and Hong Kong for funding ideas as they do a combination of private funding, government funding and tax funding.
- b. We can meet with WMATA to strategize a game plan on the needs assessments and the types of mass transit that will work here. We will also need to meet with mass transit authorities from around the world to gain a more global perspective and to be sure we are fully educated on mass transit systems and their successes and failures.

**Jung:** Yes, improved transportation is critical to the quality of life in the County. While important strides have been made over the last decade in improving the road network, our transit services and facilities need much improvement. Howard County has no heavy or light rail to service its major employment or population centers and is reliant on a relatively undeveloped suburban-type bus service. I have reviewed the 2018 Central Maryland Transit Development Plan and consider implementation of the plan a major priority. In particular, I support the service expansions, route reconfigurations, and capital investments needed to improve the local and regional bus service and implementation of Bus Rapid Transit to Silver Spring. I believe that MARC service needs to be expanded and made more accessible for residents to the train stations at Savage, Odenton, and BWI.

With regard to roads, traffic congestion remains a problem and I support the continuation of safety and capacity projects in the MD 32, MD 175, US 1, and US 40 corridors. I also support implementation of the Bike Howard master plan and better pedestrian access to improve the livability of our communities.

Success in implementing transportation initiatives, including necessary funding, requires leadership and cooperation with other State and regional elected and appointed officials to develop consensus. Because of the geographical compactness of Maryland, our location between two metropolitan areas, and Howard County's rise as an employment center in its own right, the economic, quality of life, and political aspects of transportation infrastructure are interconnected.

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**Question 6:** How will you support Howard County's educational standards while balancing the needs of our residents and businesses?

- a. Do you believe that the Board of Education has used its County funded budget responsibly?
- b. Do we need to institute changes that require the Board of Education to better use existing school capacity?
- c. What changes in the HCPSS budget process are you considering?

**Kim:** As you know the County Council has almost no authority over the school system. We can only add to the school system budget proposed by the CE. It may be time to revisit the MOE legislation at the state level as it has as an unintended consequence that prevents short term increases in funding. Every time the County ups the school system budget we are required to give that minimally the next year whether or not it is needed. We do have an option of asking for a waiver from the State to not calculate an increase in funding in the MOE however, waivers are limited. As you can see this makes for a conundrum when we want to infuse the school system with needed short term funding. Given the situation we are in now with the \$50.5 million structural deficit and school overcrowding, no, I do not believe the BOE has managed their responsibilities the best way possible. I would like to see the HCPSS budget process be more assessment based and work from a zero-based budgeting concept. We must get our spending under control in all of our departments and that includes the school system. We do not need to institute changes that require the BOE better use existing school capacity, we need to vote in board members who will do the necessary work to maintain our high quality school system.

**Jung:** I believe that the needs of Howard County's students and those of our residents and businesses are of a complementary nature in that everyone benefits from a well-educated workforce and population. This should not be viewed as an "us versus them" equation.

The prior Board of Education, during the tenure of one of my opponents, Janet

Siddiqui, mismanaged the HCPSS Health-Care Fund, which has been underfunded in eight of the last ten years and used as a resource to pay for other operating costs. The cumulative deficit is approximately \$50 million and the County/HCPSS must now pay off the deficit and increase the amount the school system pays to rebalance the health-care fund. During her tenure, Siddiqui, also mishandled the rehiring of the former Superintendent resulting in negative fiscal consequences to the County and HCPSS, not to mention a very bruised reputation for dysfunction and lack of transparency.

We cannot completely build our way out of the school capacity problem and I strongly believe that comprehensive redistricting is required to better utilize existing capacity. The devil is in the details, as there is a tremendous amount of opposition to busing students away from neighborhood schools. Local boards of education are creatures of State law and the ability of the County Council to mandate requirements or change budget processes is extremely limited. However, much can be done collaboratively in conjunction with all stakeholders to improve processes and results. It will require trust, fiscal transparency, and new leadership.

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**Question 7:** What challenges do you anticipate coming up in the long term that require a different approach than today?

**Kim:** The challenge I see coming up that will require a different approach than today is our ever growing budget. We cannot continue this archaic form of budgeting that simply adds to the top year after year without regard for actual need. We can use technology and software driven analyses to determine where we can make cuts and remove redundancies and funding that are not providing meaningful returns.

**Jung:** In my view there needs to be more transparency and consensus in land-use decision-making. As we move into subsequent phases of the Downtown Columbia Plan, the County needs to be more up-front with the public with respect to costs and benefits to the extent additional County subsidies are requested. There needs to be stronger County Council oversight. Similarly, redevelopment of the village centers will present challenges and test the creativity and patience of both the developers and members of the surrounding communities. Rightly or wrongly, many members of the community do not perceive the Department of Planning and Zoning as an honest broker in reviewing land-use applications and see County decision-makers as basically rubber stamping specific proposals by developers. I hope that this perception can change. Transparency and building consensus early-on in the development process are key. I would like to facilitate that rebuilding of trust. The environment and economy are complementary and reinforcing rather than mutually exclusive. Respect for the environment can result in a healthy economy and vice versa. With the tragic flooding that occurred in old Ellicott City this past weekend, I am more convinced that additional land-use regulation is required for undeveloped property in the Tiber-Hudson watershed. While some development may be hindered, our priority

needs to be protecting the existing residents and businesses in Ellicott City. We also need to consider the recommendations of the Commercial Stormwater Solutions Workgroup and provide more market incentives for effective stormwater control.

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**Question 8:** The re-writing of zoning and land-use regulations will affect the county for generations.

- a. How prepared are you to address the many issues that will confront you in this process?
- b. Please share your zoning and land use philosophy:
- c. What do you want as the end result of this process?

**Kim:**

- a. I am prepared to oversee the land use and zoning regulations rewrites. I have attended many meetings and forums with Clarion that discuss the new zoning and land use regulations assessments and I have been in contact with many community members who specialize in Howard County zoning and land use regulations. I have a clear and complete understanding of what is needed in this regard.
- b. My primary philosophy behind zoning regulations is to separate different, incompatible property uses while maintaining fair and equitable implementation.
- c. Currently, our zoning and land use regulations are geared towards development and do not support the needs of redevelopment. We will need to make sure our new zoning and land use regulations incorporate and meet the needs of both development and redevelopment. I also want to see fair and equitable zoning and land use regulations that are free of the loopholes which allow for negotiable regulations and favoritism.

**Jung:** I am not an expert in zoning and land-use regulation, however, I am an attorney who is familiar with legislative analysis. I have been a resident of Columbia for 30 years and have seen firsthand how the County has changed and how development impacts communities both positively and negatively. I participated in the Clarion assessment from the outset and have been before the Planning Board as part of the Hickory Ridge Village Center Redevelopment Application and the Howard Hughes Petition for Lakefront Redevelopment in Town Center. While not an active participant, I closely followed deliberations leading up to adoption of the 2010 General Plan Amendment for Downtown Columbia. These experiences, plus my training as an attorney, provide me with perspective in addressing the zoning and land-use regulatory revision.

While premature to say that I have a zoning and land-use philosophy, I recognize that both landowners who seek to develop, and surrounding communities, have an interest in predictability and reliability in land-use regulation. As an end result of this process, I would like to see a simplified, and modernized Code with clearer criteria for decision-making, particularly in New Town zones. The identification of environmental, traffic, or school capacity issues as early as feasible in the land-use process is also a goal. I would seek to provide better opportunities for meaningful citizen input in the decision-making process. The current quasi-judicial process for some decisions seems needlessly confrontational and a very awkward a way to obtain input from the public.

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## County Council District 5

**Question 1:** Please share your vision for fostering a pro-business environment, spurring job creation, and private investment.

**Yungman:** I view fostering a pro-business environment as a key to job creation those answers go together. Reduce needless regulation, dramatically improve response and approval turnaround for minor requests and inspections that slow businesses down. Oppose any efforts to create a county minimum wage or other anti-business policies that might not exist at the state level. Support the continued progress in Downtown Columbia and maintain focus on getting Gateway, Long Reach and Rt. 1 moving. Find ways to press the Board of Education to employ better planning and mitigation tools to avoid further interruption of well-planned and controlled growth.

**Williams:** Residential building should go hand-in-hand with infrastructure improvements, an investment that directly benefits businesses and residents. Investment in public infrastructure is pro-business. Improving stormwater management, expanding roads, and building schools create jobs and business opportunities.

Howard County needs to look towards the future so that it is poised for the impending changes to our society and economy. Emerging technologies, such as increased automation in the service industry and self-driving vehicles, will alter how businesses operate, how consumers shop, and how workers commute. We need to be ready for these incremental and fundamental shifts so that we can capitalize on new opportunities and not be harnessed to old-fashioned business models.

Our aging society, both locally and nationally, needs to be viewed as a business opportunity, enabling older adults to pursue entrepreneurial ventures and meaningful recreation, as well as offering important age-related services.

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**Question 2:** What do you envision being your most significant accomplishment during your four-year term to enhance Howard County's business environment?

**Yungman:** Foster a culture of cooperation and trust between stakeholders in the development/growth debate. The lack of understanding between the factions in the school overcrowding, APFO and development debates we've experienced has led to rampant manipulation of citizens by special interests, public mistrust of government and business, as well as bad policy.

**Williams:** I would consider my four-year term a success if I were able to integrate the needs of the business community with the needs of the residents. Being pro-environment, pro-quality of life, and pro-public schools is a successful business model. I would like to see deliberate and predictable development that complements the surrounding area, moves away from hodge-podge parcel zoning, and doesn't stress out infrastructure. I would like to see more community-minded commercial services to lessen the dependence on cars and create vibrant social spaces. I would like to see commute times and the need for commuting reduced to create more efficient workdays and enhance employees' quality of life.

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**Question 3:** This past fall, the County Council passed an Adequate Public Facilities Ordinance that many believe will hinder and stifle future development.

- a. Do you think this legislation should be revisited before it goes into effect in July 2019?
- b. If so, what would be the objectives of any revisions you would pursue? If not, why not?
- c. In light of this legislation, how will you promote economic development and still address the County's plight of limited affordable housing?

**Yungman:**

- a. yes
- b. My objective is to allow we can get sufficient residential development done to keep mixed use projects moving forward.
- c. Affordable housing has become a general terms to include lower and moderate income housing. I prefer to see whatever lower income housing the business community needs be addressed through transportation versus continuing grow that demographic as such as high rate. As a Realtor, I see plenty of moderate income options in Howard County, just maybe not homes of the size, features and locations that those moderate income buyers might want. It's not the taxpayers job to facilitate that.

**Williams:**

- a. If it were to be revisited, I would want the legislation to be strengthened to favor improvement and protection for public infrastructure. I support the current legislation's reduced capacity thresholds for closed school districts. I also think that APFO should include stormwater management tests and improved road tests.
- b. see above
- c. As long as public infrastructure keeps up with development, affordable housing advocates and public school advocates should not be adversaries. The answer to the affordable housing dilemma is not to circumvent school capacity thresholds. County issues should always be looked at as an ecosystem: does building affordable housing in overcrowded school districts help children of modest or moderate means succeed in life? Our aim for affordable housing is to ensure that we are a socioeconomically diverse community that gives everyone the same opportunities. Allowing housing in overcrowded school districts creates inequity concerns.

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**Question 4:** Going forward, what is biggest challenge for the County budget and how do you to plan to address these fiscal constraints?

**Yungman:** The school system. Our administration costs rank in the top 10 highest in the nation, our FARMS and special education costs are rising faster than the rest of the State and the health benefit fund is \$50 million underfunded. This is the elephant in the room for the County budget and all elected officials, including BOE, will need to show lots of restraint and courage over these next few years.

**Williams:** The county is facing declining revenue and increased demand for services. The county should consider the recommendations from the Spending and Affordability commission that suggested increases to the transfer tax and impact fees as additional revenue sources.

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**Question 5:** Do you share the concern that our road and transit infrastructure is inadequate to accommodate the jobs and development coming to Howard County and the region?

- a. What are your top priorities for transit, transportation, infrastructure and public facilities investment in the County?
- b. How you would work with neighboring counties, state and federal authorities to address these deficiencies and secure the resources needed to improve these public facilities?

**Yungman:** Yes

- a. Effective transit between Rt. 95 and Columbia that people will use. Rt. 70 expansion between Marriottsville and Rt. 29, third access point to Downtown Columbia and Rt. 29 improvement between Rt. 70 and Rt. 100. Use of private transit partnerships for low-density areas. I support funding for the new courthouse, ES #43 and HS #13. Beyond those schools, we need a more effective plan on how to fully utilize the capacity we have county-wide and how to move enrollment and capacity between schools and neighborhood demand changes.
- b. Most of my transportation priorities are state projects. We must work on the road improvements now while Governor Hogan remains in office, anticipating that a Democrat governor will move those funds back to transit projects versus highways.

**Williams:** Yes, I do share this concern.

- a. 1) TRANSIT: Where possible, public transit options should be enhanced and improved to increase usability and link Howard County to metropolitan centers, workers to jobs, and residents to recreational opportunities.  
2) TRANSPORTATION: I-70 should have an additional lane added west of Route 29

to alleviate traffic backups, accommodate increased development, and prevent residential neighborhoods from turning into commuting thoroughfares.

3) PUBLIC FACILITIES: Even if countywide redistricting were successful, there would still be a need for increased school capacity. In District 5, Turf Valley needs its long-overdue elementary school to accommodate for future development.

b. I would work with colleagues in neighboring counties and officials at the state level to create a collaborative environment. Increased road capacity for I-70 would benefit neighboring counties as well as Howard. But most importantly, I would listen and look for common ground.

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**Question 6:** How will you support Howard County's educational standards while balancing the needs of our residents and businesses?

- i. Do you believe that the Board of Education has used its County funded budget responsibly?
- ii. Do we need to institute changes that require the Board of Education to better use existing school capacity?
- iii. What changes in the HCPSS budget process are you considering?

**Yungman:**

- a. A very definitive NO.
- b. Yes.
- c. Given our lack of authority over the budget itself, I will focus in the short term on the areas noted in question #4 by demanding an explanation of why these costs are skyrocketing. I am open to holding back school budget funds if it's our only option to force the BOE's hand to improve fiscal accountability.

**Williams:** I have been an advocate for small class sizes, which is the number one way to ensure a high-quality education. Small class sizes have a number of benefits, including: high teacher morale and retention, better individualized attention and instruction, and reduction of disruptive behaviors. Fully funding direct instruction is a powerful investment for the viability and desirability of the county and for training a future workforce.

- a. There are always ways to improve fiscal responsibility and the sins of the past need to serve as learning tools for the future. The school system needs to recognize that spending on direct instruction is the first priority. I previously lived in Baltimore County where they wasted money on an ill-conceived personal device program. I would not support spending like this on technologies that change so quickly and that school systems are not prepared to support.
- b. If you are suggesting that we should redistrict on an annual or frequent basis, then no I do not agree. Children should not pay the price for the mismatch of infrastructure to development. Redistricting is disruptive to children and schools. We can find better solutions that are less disruptive.
- c. We should adjust the budget process to better track that operational spending is going primarily to the classroom. We also need to ensure that the Board of Education is

following COMAR and opening up the bidding process to all vendors not practicing preferential contracting.

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**Question 7:** What challenges do you anticipate coming up in the long term that require a different approach than today?

**Yungman:** I believe the County's fiscal pressures will grow beyond what we can handle on the paths we are currently following and some of the changes will need to be cultural. Howard County does not need to spend more than anyone else on schools in order to provide the best education in the state and protect our property values. And we do not need to be an open door destination to anyone who wants to live here regardless of income and service level need.

**Williams:** I think it is time to establish a more collaborative working relationship with the Board of Education. There have been many positives steps taken and that direction should be recognized, maintained, and encouraged.

More generally, Howard County needs to take a more holistic approach to development and growth. We need to better integrate stormwater management, school capacity, and economic viability into our general approach to governance.

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**Question 8:** The re-writing of zoning and land-use regulations will affect the county for generations.

- a. How prepared are you to address the many issues that will confront you in this process?
- b. Please share your zoning and land use philosophy:
- c. What do you want as the end result of this process?

**Yungman:**

- a. I'm prepared as well as anyone running for County Council. I've been involved in major zoning cases at a high level and understand how all issues affect a wide range of stakeholders. I work in the real estate business and know the dynamics on all sides. Regardless of personal relationships or past support, I will still stand on some basic principles such as preservation of the rural west, predictability and creating a system that no longer pits residents against businesses.
- b. Meet the demands of new generations, primarily mixed use areas and smaller suburban homes. Preserve the rural west. Start encouraging redevelopment of existing communities over green field development.
- c. A code that leads to greater predictability for businesses and residents, reduces the need for lengthy approval processes and lessens the conflict between residents and businesses.

**Williams:**

- a. The role of County Council in the rewrite process is to see the proverbial forest for the trees, meaning that council members need to have a vision and need to connect with the experts to supply the necessary technical skills. As a writer and a community advocate, I can provide that executive skill of collaboration with technical experts, explaining complicated subjects to the lay audience, and seeing beyond the micro-level to a macro-level.
  - b. We need to move beyond parcel zoning to thematic zoning so that our neighborhoods and sub-regions have cohesion and work together. In the western part of District 5, farmland and neighborhoods need to coexist and smart planning can achieve that goal. In more suburban parts of District 5, existing neighborhoods need to retain their walkability and small-town feel. Future development needs to complement the existing character of the area and of the existing infrastructure grid.
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