

1. **What changes/improvements will you promote in terms of County government services and operations?**

- My administration has made county government more effective and efficient by ending the privatization put in place by the prior board that cost taxpayers more and often delivered a lower level of service. Good examples include restoring the use of county employees for bridge maintenance and county building maintenance. In house maintenance has saved taxpayers millions of dollars over the past three years and accomplished more work product.
- I am proud of the Seniors First initiative which has resulted in the creation of a Senior Services Division with the goal to take advantage of the skills and life experiences of our active seniors while planning to provide expanded services to our more frail elderly. I have supported an expansion to the Meals on Wheels program to make sure no senior goes without proper nutrition. I have also expanded the AERS program (Adult Evaluation and Review Service) in the Health Department to evaluate and provide resources to seniors so they can better age in place or find appropriate support and care they need. It is my intent to continue to implement the recommendations of the Seniors First report during a second term in office.
- Working with the Health Department, we are currently evaluating the school health program to provide a more resilient structure for providing services to students and to reduce employee turnover.
- My administration is implementing new software systems throughout county government for human resources, financials, budget, and permitting to improve information and data collection to allow us to make data driven decisions. We are expanding the use of technology to get information to people and to allow citizens to do business with the county during times that are convenient to people which are often outside the standard workday.
- Transit has implemented new apps to allow riders to purchase bus tickets online and on cell phones; to allow agencies and others to buy bus tickets and push them out to users; and, a bus locator to provide up-to-date timing for arrival of the next bus! Many other agencies also have apps and other notices to remind people to pay their water bill or to set out their recycling.
- I am proud to have recently announced the Mobile Integrated Health Program which is a partnership with the Dept. of Fire and Rescue, Frederick Memorial Hospital, and the Health Department to better serve people and save money at the same time. A paramedic and a nurse and/or social worker will do home visits to individual who are frequent callers to 9-1-1. The objective is to address underlying problems and provide needed support and resources to improve individual health and well-being. This program will save money from sending highly trained fire and rescue staff to non-emergency circumstances and reducing the use of the Emergency Department as a primary and expensive health care provider.

- I have adopted a strategic plan for the county which promotes high quality services and efficient and effective government. The list of operations improvements is extensive and Frederick County will continue to be well managed and lead the way with new technology and innovation.

2. What is your vision of the rate and extent of development in Frederick County?

- I have always believed that we should time the pace of residential growth with our ability to provide needed schools, roads and public safety services. This approach was turned on its head by the prior administration who approved over 14,000 new houses without consideration of school or road adequacy, allowed developers to “buy out” of the county’s Adequate Public Facilities Ordinance (APFO), and signed 14 developer agreements that legally lock these residential development proposals in place for 25 to 30 years.
- So, what have we done?
 - First, we have repealed the “buy out” option and strengthened the county’s Adequate Public Facilities Ordinance. New residential developments are no longer afforded the option to pay an extra fee and build no matter how overcrowded the schools. I have proposed raising this “extra fee” – called a school mitigation fee – for the previously approved developments with this option but the council has failed to do so. I believe this extra fee should cover the actual cost to build the needed schools.
 - Second, we have stopped digging the hole! Due to the residential zoning approved by the prior administration, the county has a very large pipeline of already zoned land. Thus, during the tenure of this administration, no new land has been rezoned for residential housing with the exception of senior housing in Urbana. We do not need to rezone or approve any new residential housing for many years.
 - Third, I have advanced Livable Frederick, a new and innovative approach to comprehensive planning. You can learn about it at www.livablefrederick.org. This plan is not driven by zoning but rather by ensuring a livable future for our community. The plan integrates the many components that deliver high quality of life including good schools, housing choices, walkability, transportation options, health and a healthy environment, local jobs, and more. This plan utilized technology to do computer modeling to project our choices today into the future. This plan is going through the public hearing process and has been widely supported and even lauded by some state agencies like the Maryland Dept. of Planning but certain development interests are trying to make it an election issue.

- Impact fees have been increased to help provide funding to accelerate school construction and to support our public libraries.
- An accelerated school construction program has been implemented. In the first three years of my administration, we invested twice as much as the prior administration spent on school construction over 4 years. We are working hard to build schools to address severe overcrowding and to avoid re-creating it.
- I have put the county on the side of citizens.
- Along with the county council, we restored the county's commitment to agricultural preservation. We now have about 61,000 acres of agricultural land permanently preserved out of our 100,000 acre goal. Of course, keeping agriculture viable is very important which is why my administration has hired an agricultural economic development specialist to assist our farmers with economic opportunity.
- My goal is to create a job hub in and around the urbanized areas of the county, mostly around the City of Frederick, so that more people can live and work here and not have to commute. I am very proud of my initiative to create ROOT in downtown Frederick that is a unique ecosystem of economic development partners, a new tech focused business incubator/accelerator, and higher education. During the first three years of my administration, we have added 5,500 net new jobs over 9 industry sectors providing a diversity of opportunity for people and strengthening our economy.
- In my second term as County Executive, I will strive to implement Livable Frederick and will continue to hold the line on approving new residential housing projects (other than senior housing or affordable/workforce housing projects). We need to focus on reinvesting in our core communities and enhancing some of our older suburban development to add more amenities and make them more walkable. We need to do more place making so people can feel a sense of belonging and community.
- I support slower residential growth and want growth to occur in and around our municipalities where there is more infrastructure and support services. Growth should be better timed with our ability to provide needed infrastructure and services and this happens with our stronger APFO.

3. What will you do to protect FCG's bond rating?

- I am proud to have earned the first AAA bond rating from all three rating agencies. (Others will claim this accomplishment but it did not happen until 2016.) This achievement puts Frederick County in an elite group of counties. Fewer than 50 counties out of the over 3,100 counties in the country have a trifecta of AAA bond ratings. These ratings reflect strong management, good planning, and a thriving economy. For taxpayers, AAA bond ratings translate into millions of dollars of savings

and lower interest rates which allow our money to go farther in terms of building needed schools, roads, libraries, fire stations, and parks that ensure our high quality of life.

- To keep this bond rating, I pledge to continue strong financial management, to build reserves (raided by the prior administration), and implement plans that deliver a strong economy and a diversity of jobs. The bond rating agencies love that we do planning and that we implement our plans. They loved Livable Frederick which plans for how the county will grow but also plans for what is needed to support that population and job growth while protecting our agricultural areas for future generations. During my administration we have increased general fund reserves and adopted stronger debt affordability models and a 6 year operating budget to match our 6 year capital budget. During my administration, the general fund reserves will have increased from 5% of expenditures to 7% of expenditures. I have restored the fiscal viability of our fleet fund and maintained the stability of our water/sewer enterprise fund and our solid waste fund. The prior administration raided the fleet fund and used one time money for an ongoing purpose creating a structural deficit that I resolved my first year in office.
- I have focused on creating an environment and initiatives that support jobs and a diversity of jobs so that people can pursue a career of their interest. I have supported a diversity of jobs so that people with various skill and educational backgrounds can find employment. Over the first three years of my administration, over 5,500 net new jobs have been added in Frederick County.
- It is important that as we grow jobs, we leave no one behind. That is why I have established the first ever Minority Business Outreach Program and the Minority Business Leadership Program. These programs have been very successful. We have the second class of participants in the Minority Business Leadership Program.
- I am also proud to have co-located Workforce Services with Frederick Community College's advanced workforce training center at the Monroe Center. This helps to retrain and re-tool workers with jobs that actually exist in our economy. It also supports our employers who are looking for a skilled workforce. It is a win-win. We can be proud that Frederick County is leading the way with this collaboration.
- Managing growth is fundamentally important to keeping our bond rating. Implementing a plan like Livable Frederick that considers the inter-relationship of health, community, economy, education, and transportation on our quality of life is critically important.

4. What is your vision for Frederick County and what will you commit to doing to ensure a future for Frederick County that provides safety, security, and stability for all who live here?

- My vision for Frederick County is to ensure that Frederick remains one of the best places to live, work, and raise a family in the country. We achieve this through our outstanding schools, safe communities, thriving economy, and our high quality of life. County

services like parks, libraries, health services, Transit, and citizen services help to deliver that high quality of life.

- I am proud to have restored the county's long standing partnership with our human service non-profit agencies to leverage our resources and our efforts to help everyone achieve their goals to be successful and to be productive, contributing citizens. I have introduced and increased funding for Community Partnership Grants that provide stable sources of funding to our human service non-profit agencies that help support people with housing, food, transportation, elder care, and job support. Together, we accomplish more to lift people to achieve their dreams and be successful, productive community members. Community Partnership Grants support organizations like the Religious Coalition, Advocates for the Homeless, Second Hand Garage, and Way Station, SHIP, Mission of Mercy and many others. Together, we accomplish more.
- One of my most significant accomplishments has been saving Citizens and Montevue from being sold. Retaining these facilities allows us to keep our promise to our seniors. Once again, we are providing subsidized assisted living to the indigent elderly. We should be proud to be the only county in Maryland providing these services to our elderly residents.
- The most significant challenge facing our community and our nation is making sure that education remains the path to opportunity. In Frederick County, one in four of our students live in poverty. Nationally, over 50 percent of all students in K-12 public schools lives in poverty. Education not only lifts our students and their families, it ensures our long-term economic prosperity. I am committed to making sure all students have access to a high quality education. I have been a strong funding partner to our school system, consistently funding above maintenance of effort, and have made education a top priority. Together, we have lifted our starting teacher salaries from dead last in the state. While we have made progress, there is more to do. After accomplishing the new teacher and staff pay scale, we need to make sure we reduce class size and offer support services to all students who need them to be successful. I am pleased to have supported the new LYNX program at Frederick High School which is truly innovation in public education. This program is a pilot and will serve as a model not just for Frederick County but for the State of Maryland.
- Affordable housing is a big issue. I have worked in collaboration with Interfaith Housing to convert a former county building at 520 N. Market St. into a workforce housing rental apartments. This is an example of smart growth and good government. In the upcoming budget, I am looking to identify a more stable stream of revenue to support affordable and workforce housing projects. It is important that we provide not only jobs but opportunities for people to live and work in the same community.
- I will continue to build on these initiatives into a second term.

5. What do you believe are Frederick County’s most critical unmet needs and how would you implement solutions to meet those needs?

- Like many other counties in Maryland and across the country with are faced with the terrible scourge of opioid and heroin addiction. While I have created a consortium to work on this issue that brings law enforcement, the health department, mental health, the hospital and many others to work together on this issue, we continue to face challenges with overdoses and fatalities. This is an equal opportunity challenge that impacts people of all income levels, backgrounds, and geographic areas. While we have made progress with saving lives with narcan and vivitrol, expanded peer recovery coaches to connect people to resources, drug court, educational programs including in our schools, and more; we really need to expand substance abuse treatment capacity, detox, and a 24/7 mobile crisis response team. While this is an agreed upon emergency, we need the state and federal government to help with money to expand treatment services and more beds. I support a bill in Annapolis right now to bring more resources for treatment and mobile crisis response. I am supporting efforts of the Gale House Recovery to expand services. I will continue to build on these efforts in a second term. We are evaluating what is needed for a 24/7 mobile crisis response team with Way Station and others.
- I have addressed unmet needs and solutions in education, affordable housing, and seniors in prior questions.

6. If elected, what would you do to combat police misconduct and to ensure there are appropriate consequences and justice when police misconduct occurs?

- In Frederick County, law enforcement and corrections fall under the authority of a separately elected Sheriff. While the county is a funding agent and can affect some change, the direct control and responsibility and accountability rests with the Sheriff. This question seems to be more directed to candidates for Sheriff.
- As County Executive, I have and will continue to bring concerns shared with me to the Sheriff’s attention to address and resolve. I support independent review from agencies outside the county and the Sheriff’s Office has moved in this direction. I have received few complaints in Frederick County.
- I support fair treatment and justice for all.

7. What do you believe are the county’s legislative priorities and how will you ensure those priorities are met?

- Legislative priorities at the state level have included stronger ethics provisions to ensure trust in government, more and adequate funding for school construction and education, restoring the county’s share of the gas tax for road and bridge maintenance, and expanded support for Transit and Paratransit services. We have accomplished stronger

ethics laws; are continuing to work on education funding and have had a strong voice and seat at the table in Annapolis; have had legislative success this session with obtaining a greater restored share of our gas tax revenue for road maintenance; and have increased awareness on Transit but made lesser progress.

- I ensure these priorities are met by working with state legislative leadership and by having an active leadership role at the Maryland Association of Counties. I have been successful with joining the big seven counties for joint advocacy on issue of shared concern including education, transportation, health care/substance abuse, and other issues. We spent a lot of time protecting our county budgets from cost shifts.
- I have advocated for increased funding for our local health departments which were held flat in the Governor's budget. This is the agency that works on mental health and substance abuse in our communities and they need an increased commitment to make progress.
- As County Executive, I will continue my presence, advocacy, and participation in statewide commissions like the Knott Commission for school construction and the Maryland Association of Counties Board of Directors to make sure Frederick County has a seat at the table.

8. Do you support a \$15 minimum wage? Why or why not? If you do, how would you support and facilitate the enactment of a \$15 minimum wage law in Frederick County.

- I support an increase in the minimum wage and believe this can best be accomplished at the state or national level. Wages are clearly a fundamental component of the affordable housing challenge. Increased wages goes a long way to address housing needs for working people and is a more effective and comprehensive solution than expanding subsidies for housing. Many of our affordable housing issues would diminish if people made just a couple of dollars an hour more and this is clearly demonstrated in the Housing Study that was recently completed for the county. We have seen weekly wages increase in Frederick County as the economy has improved and we have added jobs.
- I do not believe there is currently majority on the council to enact a minimum wage law for just Frederick County. I believe the focus should be statewide rather than at the county level to be more effective and better implemented.
- An area of concern that seems to have been missed is that minimum wage increases approved during the O'Malley administration left tipped employees behind. There should be a legislative effort to improve the minimum wages for tipped employees. Again, this should be a statewide effort not just a county by county effort.

9. If elected, what would you do to increase transparency and citizen participation and engagement in the business of the County Council? Would you be willing to change the schedule of meetings to evening hours when more citizens could participate in person?

- Since this question is specific to the county council, I will not directly answer it.
- As County Executive and an advocate for open and transparent government, I have worked hard to engage citizen participation in county government. All of my initiatives have included citizen based steering committees something no one else has ever done. The Livable Frederick initiative had over 110 citizens and stakeholders involved in workgroups as well as extensive outreach efforts around the county all in addition to the traditional public processes. I try to hold weekly press briefings to keep the public informed. I hold regular town halls (also not required) on a variety of topics and have recently made these interactive and open to questions through social media.

10. What laws do you believe should be implemented in Frederick County to reduce the potential for gun violence in our homes, our schools, and our communities?

- Gun laws are passed at the state and federal levels. The county has no authority to pass or implement gun laws. (Maybe this question was intended for state delegate candidates.)
- I have included support for a proposal from Moms Against Gun Violence in the county legislative package to our state delegation. There seems to be broad conceptual agreement for this proposal which would prohibit people convicted of domestic violence from owning or purchasing a gun. Our state delegation has expressed support but raised implementation issues.

11. Do you support or oppose the participation by the Frederick County Sheriff's Office in the 287g program? Why or why not?

- This question seems to be directed to candidates for Sheriff. The agreement to participate in the 287g program is between the Sheriff and the federal government. The county government is not a party.
- As the grandchild of three immigrants to the United States, I strongly support comprehensive immigration reform at the federal level. If immigration was addressed by Congress, these issues would not be pushed down to local government where they really cannot be effectively addressed. It is very frustrating that citizens are looking to local government to deal with issues that local governments have no authority or capability to solve.
- While the county executive and county council cannot address this particular issue, there has been progress on making Frederick County a welcoming community. The county council has repealed the English only ordinance. And, in response to a request

from SURJ and with concurrence of the County’s Park and Rec Commission, I have authorized all of our parks to post signs that say “Frederick County embraces diversity. All are welcome”. I do believe that Frederick County is a welcoming and caring community. All people should be treated with human dignity and respect.

12. What do you see as the needs and priorities to the Council District you are running to represent? If at-large, answer for the whole county?

- This question is specifically addressed to county council candidates, so I will not directly address it. However, I believe I provided answers to this question in earlier responses.

13. Where do you stand on progressive issues as they apply to Frederick County including racial and gender equity; economic, environmental and climate justice; a return to true democracy where people not profits prevail; societal injustice etc.....?

- I believe in our country’s fundamental values of fairness, equal opportunity, and justice for all. One of my priorities has been and will continue to be ensuring equal access and equal opportunity to public education. Education has long been the great equalizer and has long been the foundation of our country’s functional democracy and our economic prosperity.
- I have worked hard to support economic opportunity. I have instituted the first ever Minority Business Outreach program and the first Minority Business Leadership program which has graduated one class and has another in progress. As our economy improves, we need to make sure that it lifts everyone and provides opportunity for everyone. This is also achieved through education and workforce training. That’s why the partnership between Workforce Services and the Community College is so important. I would like to see us advance opportunities for community college for students who cannot afford higher education. While this comes with a price tag, it will also come with a huge future economic benefit. The LYNX program at Frederick High School is something we should all be very proud of. It allows student to meet graduation requirements through work and life experiences. We are the only county in the state that has been authorized to allow this flexibility. It means more students will be successful.
- I have advanced health and the environment through Livable Frederick. I have elevated the Office of Sustainability to fall under the County Executive to make their work visible countywide and to advance our energy sustainability goals. I proposed strengthening our Forest Resource Ordinance (which the council did not pass).
- Maybe most important, I have valued the county workforce. Morale was very low when I became county executive so I toured and meet with employees all around the county during the first six months of my term. I full benefitted all county employees who were non-benefitted by the prior administration. I restored county awards, the county picnic, and county employee education reimbursement program. I have also prioritized new pay

scales for some employee groups and increased wages for all employees. I value county employees and the work they do for our community each and every day.

- I will continue to reflect these values and priorities moving forward.

14. What are the key challenges to adequate infrastructure and what would you do to address infrastructure needs?

- The approach to addressing adequate infrastructure is two fold. First, we need to build needed infrastructure to address existing school overcrowding, road congestion (though this can also be addressed by expanded public transportation), and other infrastructure needs. Second, we need to make sure a strong Adequate Public Facilities Ordinance remains in place over time to avoid the creation or re-creation of inadequate infrastructure.
- Good planning and timing residential growth with the ability to provide infrastructure is the most critical component of the challenge to provide adequate infrastructure. Each new county legislative body can change public policy on land use and planning. Consistent leadership that values good planning and requires growth to pay its way or wait is fundamentally important. Frederick County took a big step backward during the term of the last Board of County Commissioners. I say never again!
- Elected leaders must also effectively advocate with state and federal government partners for needed funding for state and federal supported infrastructure. Citizens need to also hold state and federal elected officials responsible for the infrastructure those levels of government are responsible to provide.

15. If Frederick Progressives/Progressive Maryland does not endorse you for this race, would that affect your willingness to work with the group in the future on important issues?

- Because I am a fair minded person and believe I represent everyone in the county, I am always willing to listen and work with people and organizations on issues of importance to the county.

16. Would you be willing to support Frederick Progressive priorities by: co-sponsoring legislation; writing op-eds; speaking; meeting with legislative groups and so forth?

- The simple answer is yes.
- I am always willing to meet with individuals, groups and organizations to discuss issues and to work on shared goals and objectives. I am happy to advocate and to promote legislation of mutual interest. I believe we all want to live in a community that works for everyone. Individuals and organizations sometimes have different ideas and approaches to achieving shared goals. I am open to discussing all ideas. I am a frequent

Jan Gardner

Candidate Response – Frederick Progressives

speaker to groups of all kinds and would be happy to be a speaker at a meeting or event, to speak to legislation at state and federal levels as appropriate, and to work together on issues of importance to our community.