

1. What distinct leadership strengths would you bring to the city council? Please provide examples of your leadership strengths to assist us in identifying you as an effective city-wide, at-large councilmember.

*I am a progressive small business owner and I'm running for City Council because Seattle is going in the wrong direction and I'll bring the experienced, practical leadership so urgently needed right now to get us on the right track. I served as a Legislative Aide for Seattle City Councilmember Richard Conlin for almost ten years and focused primarily on transportation, land use, environmental, and economic development policy. In his office, I learned that to minimize negative impacts and unintended consequences, it's imperative to dive into the complex details of legislative proposals and seek input from the widest possible range of stakeholders and constituents. I also learned how local government **should** function and if elected, I'll waste no time getting to work on Seattle's challenges and opportunities.*

My husband and I own Fremont Brewing which is now the second largest independent craft brewery in Washington and we have over 70 full time employees. We're a member of several business advocacy organizations and I served on the Seattle Metropolitan Chamber's Board of Trustees and its Policy Leadership Group for six years before stepping down to run.

*I'm proud that Fremont Brewing has been able to lead and give back to our community. We provide extensive benefits to our employees such as paid family leave, a matching 401k plan, and an excellent, 90% subsidized medical/dental/vision healthcare plan which we extend to employees' families at 75% subsidy. Finally, we lead the craft beer industry in sustainability. We were hit hard by COVID but **we managed to retain all our employees and increase their hourly wage to make up for lost tips**. So, I don't just talk about being progressive. I lead with values shared by the vast majority of Seattleites and **I get things done**.*

***I'm the only candidate in this race with experience in both the public and private sectors and I'll bring the voice of small business to a Council that's been missing since 2009.** That's important because I've experienced the negative impacts of supposedly well-intentioned yet poorly crafted legislation in the "real world." More importantly, I recognize our business community as an asset with whom the City should partner – not as the opposition to be vilified.*

I have three main campaign priorities, all of which benefit Magnolia.

- **Economic Recovery:** *Thousands of Seattle businesses have closed or moved out of town and tens of thousands of people have lost their jobs. Our neighborhood business districts are struggling, our downtown core is devastated, and we've got a lot of work to do to achieve a long-term, equitable economic recovery. But Council is not acting with any urgency to help small businesses – and simply hoping downtown will bounce back is not a plan. No discussion of economic recovery is complete without addressing **public safety**. Street crime and violent crime are on the rise and it is driving businesses of all sizes out of town because they are burdened by theft, property crime, vandalism, violence, and employee harassment.*
- **Basic City Services:** *Local government's main job is to deliver the basic city services listed in the Charter of the City of Seattle: transportation, parks, libraries, police, and fire. One reason why our bridges are failing and our streets full of potholes; our parks are overgrown with invasives and full of litter and tents; our libraries operate at reduced service hours and increasingly depend on funding from the Library Levy; our community centers are in disrepair; and our fire department is short on staff and essential equipment is because Councilmembers are not doing their job to oversee the*

departments in their committee assignments or adequately fund these services and the **Capital Improvement Program that maintains our infrastructure**. This is a violation of the oath they take to uphold the Charter. More fundamentally, it's a broken promise to Seattle residents and businesses.

- **Government Accountability:** To me, accountability means: clearly identifying a problem; seeking input from all stakeholders to develop truly effective solutions and minimize unintended consequences; justifying the dollars spent to implement those solutions; and measuring the performance of those solutions and changing course if necessary. Sadly, Council is failing on this front. Too often, Council rushes proposals (frequently model legislation from interest groups) through the legislative process without seeking or considering input from constituents and impacted stakeholders. Council also continually allocates limited public resources on ineffective solutions to pressing problems. Their response to our homelessness emergency is the most glaring current example, spending on which has doubled in the past three years while the problem keeps getting worse.

2. How will you, if elected for one of the two at-large council positions, work with the other city council members to address community concerns, including increasing affordable housing, reducing crime, promoting public safety, and encouraging and supporting small business growth? And what specific steps will you take to ensure a more positive working relationship with the Mayor's office given the relative rancor of the past 12 months?

Working with Council/Mayor's office:

I don't plan to go down in a hail of 8 to 1 votes. I know I can get to five votes because I already have good relationships with Pedersen, Juarez and sometimes Lewis. I'll broaden the political spectrum and I'll get collaboration on legislation by asking tough questions during meeting that will make it embarrassing for them to ignore by proceeding down the same old ideological track. I'll use our shared progressive values (Jobs! Economic opportunity! Access to basic services like parks and libraries!) as the foundation for passing policies that help everyone -- not just special interests or the loudest voices.

The current antagonistic relationship between Council and the Mayor prevents the implementation of good ideas on both sides and the community is usually the loser. I'll overcome this by building positive relationships with the Mayor's Office and department staff (and Council colleagues!) and collaborate with them on policy initiatives so they don't get lost in the Executive-Legislative turf war. [Norm Rice's administration did this well; my old boss Richard Conlin worked closely with community and executive staff.] That's how good government works and that's the way I'll lead.

Increasing affordable housing:

*First and foremost, we must **retain** existing affordable housing by helping small housing providers stay in business. 60% of Seattle's renters live in apartments or homes owned and operated by housing providers who own less than ten properties and the layer cake of recent regulations such as "first-in"; prohibiting the collection of the whole deposit upon leasing;*

prohibiting end-of-term evictions; eviction moratorium extensions; winter eviction prohibition; prohibiting evictions of educational workers and students; etc. have resulted in a huge spike of small providers selling their properties in the past 36 months, resulting in market-rate redevelopment. I'm all for helping renters but I think assistance should be in the form of direct cash assistance which will help the renter stay in their home and help the provider pay their mortgage. The average amount of rent debt is only \$1,432 and the \$22 million about to be spent by the City to prevent displacement would be better spent on this than giving it away to organizations representing renters.

The answer to our affordable housing crisis is to build more housing and target that growth along frequent transit. We're not going to be able to subsidize our way out of our housing shortage so we have to lower the cost of construction by fixing our broken permitting and entitlement systems. On the phone with developers, business owners, and even residents, one of the most common complaints I hear about is difficulty getting permits for everything from simple home renovations to MUPs. It's a mystery to all why it takes so long and although currently SDCI blames COVID, we all know this problem long predates the pandemic. This slows economic growth all over the city and especially downtown because time is the biggest driver of cost increases in construction. Therefore, it will be a top priority to figure out what's not working (Staffing? Lack of expertise? Redundant or misaligned processes? Design review? All of the above?) and then improving our system to ensure certainty and timeliness of all permitting processes. The bottom line is that time and uncertainty are the biggest drivers of cost increases in development and construction. This is especially true when it comes to permanent supportive housing for people experiencing homelessness. I support the regulatory changes proposed by the Third Door Coalition to bring permanent supportive housing units online faster.

Finally, I support expanding "missing middle" housing options like ADU's and DADU's, duplexes, triplexes and town-homes in single family zoned areas, modeled on Portland's Residential Infill Project. Residential infill prevents displacement by facilitating aging-in-place and also puts more affordable units on the market.

Encouraging and supporting small business growth:

It's important to note that the pandemic has exacerbated long-standing challenges many small businesses face. As a small business owner, I know how Council's policies impact us in the real world and I know what businesses need to survive this pandemic and thrive as we reopen. That cannot be said about the current Council which isn't acting with any urgency to help small businesses and neighborhood business districts.

If elected, I would start with the low-hanging fruit:

- *Invest in business recruitment to actually court businesses to locate in Seattle's neighborhood business districts and downtown. Seattle's brand is so badly damaged by crime and its business climate is so unwelcoming that we've got to prioritize building back our downtown core and neighborhood business districts through strategic investments into targeted, measurable outcomes.*

- *Suspend collecting B&O taxes from the hardest hit businesses: full-service restaurants (or all restaurants if full-service restaurants cannot be singled out), indoor entertainment venues, gyms, barber shops, etc.*
- *Suspend collecting the B&O tax on federal covid relief grants because that money should be spent on retaining jobs and staying solvent. The revenue hit to the General Fund from these measures would be offset by the direct and indirect taxes generated by these businesses if they can stay open.*
- *Extend the permit for outside food service in the right-of-way (“streeteries”) until full indoor service can resume safely which the City finally decided to do. But once we return to some semblance of normal, the same permitting process should be maintained for outdoor seating because before COVID it took over two years and cost a lot of money to get a permit.*

The point is, we’ve got to do something -- and quickly! -- because simply hoping that neighborhood business districts will be fine and that downtown will bounce back is not a plan.

Reducing crime/promoting public safety:

All of these plans for economic recovery will be for naught until the City removes encampments from our streets and open spaces and gets serious about reducing crime, as alluded to above. My campaign’s focus on economic recovery is all about building Seattle back better. That includes building back Seattle’s brand as a world class city and tourist destination. I am extremely worried about the flight of capital, development, retail, hospitality, and residents to other cities that boast a more welcoming business climate, less crime, and more inviting urban and neighborhood business districts (and better public schools).

I oppose defunding the police because everyone deserves to feel safe in Seattle and Council’s cuts have made us less safe and have resulted in an average response time of 14 minutes for Priority 911 calls.

3. What would you like to see from local Chambers in terms of working positively and proactively with you and the city council? How can organizations like the Magnolia Chamber of Commerce be an asset to the Position 9 councilmember?

I think this question should be asked the other way around: How will I as a citywide Councilmember be an asset to *you*? My answer is that I will ask the Magnolia Chamber of Commerce, the Ballard Alliance, DSA, SODO BIA, etc. what you want the City (specifically City Council since it makes policy and passes the budget) to do to help small and large businesses. What is the City doing now that hurts you? What have you thought of that would help that I haven’t already thought of or proposed? *And then I’ll do that.* I’m serious. It’s time for City leadership to proactively seek input from the experts -- actual small business owners and associations -- and advance legislation that prioritizes their needs. That’s what I’ll do but I won’t stop there. I will involve you in the crafting of my legislative proposals (oh yay! Another meeting to attend -- ha!) and I will also incorporate your feedback on legislation proposed by my

colleagues to make sure it benefits you. I won't have all the answers so I'll depend on your advice and guidance.

Back to how the Magnolia Chamber can be an asset to me on Council, I will ask you to come to my office to discuss pending legislation and when it's debated in committee or at Full Council, I will ask you and/or your members to show up at public comment to state your position in order to show support from the community.

Public Safety:

4. In recent years, Magnolia has experienced several public safety issues, including but not limited to an increase in property crime, the effects of drug use from the homeless population, RVs being parked in the neighborhood, etc. What do you see as the chief causes of the challenges? How do you propose to work with an array of organizations including entities like the Magnolia Chamber, Seattle Police Department, homeless, public safety and social justice advocates, etc. to address the issues?

To say that Council has abnegated its responsibility for ensuring public safety and addressing encampments is an understatement. They have left businesses and residents to fend for themselves. Because building owners and tenants are liable for the safety of their employees and customers, they now assume much higher costs for private security. To illustrate, one downtown developer told me that their security cost has gone from 80 cents/square foot to about \$5/square foot in three years. And as Jon Scholes of DSA told me: "It's not that Council has no plan. This is their plan." This is unacceptable.

Unfortunately, it's increasingly clear that encampments are a safety risk for both residents and surrounding neighborhoods. From exploitation and crimes committed against homeless residents, to property crime issues in surrounding neighborhoods, to health and hygiene issues, encampments are a problem – not a viable solution. Seattle owes it to all of our neighbors, housed and unhoused, to find another plan. Here's what I believe:

Every individual deserves safety, dignity, and a fair chance at opportunity. Our current system of unregulated encampments can't provide any of that. It needs to end.

Ending encampments can open doors, not close them. We need to give folks a place to go to get off the street and introduce some stability. That means doing a better job of coordinating repeat contact tracking and connecting those who are willing to get help with resources.

The bottom line: *We need to get folks out of tents and RVs. Unregulated encampments are unsafe and inhumane. As we address this crucial public safety issue, it's important to provide short-term and long-term alternatives for our homeless neighbors. I'll make sure the city is working with the most effective partners and solutions. Our neighbors, housed and unhoused, deserve nothing less.*

I support Compassion Seattle's Charter Amendment (with a couple reservations I'm happy to discuss), particularly its focus on funding mental health and substance abuse disorder services because behavioral health issues are key drivers of crime and homelessness. It is extremely

frustrating that Seattle does not yet control the funding streams for building capacity to treat individuals in need of these services and the Regional Homelessness Authority – which I support because other cities have to step up – has taken so long to get off the ground.

Infrastructure

5. The Magnolia Bridge is reaching the end of its useful life. Do you support the replacement of the Magnolia Bridge at its current location? If so, describe the necessary steps to accomplish this goal and how might you leverage other elected officials and local state and federal government to find funding. If not, what alternative(s) do you recommend for replacing the access by Metro, school busses and truck traffic to Magnolia and the neighborhood provided by the current bridge?

I'm 100% committed to maintaining, repairing, or replacing our transportation infrastructure before spreading the peanut butter over new projects like protected bike lanes as Council recently attempted when deciding how to spend the Vehicle License Fee increase dollars. We simply have to stop kicking the can down the bridge on our pressing infrastructure needs. They won't go away and the backlog keeps growing -- adding cost and inhibiting economic growth and mobility.

Regarding the Magnolia Bridge, I stand with the community and support a one-to-one replacement of the bridge in its current location. Why? Because it's estimated that the bridge only has 4 more years of life and it's so far gone that it's unlikely it can actually be fixed. The bridge is a key piece of infrastructure in the region transporting over 20,000 vehicles a day. The options presented by SDOT for alternate routes would be circuitous and impose difficulties for both residents and for small businesses in the area and over-all do not seem workable.

To pay for its replacement, I would prioritize new federal infrastructure funding (if it ever comes through) for the Magnolia and West Seattle Bridges. I will also work to get the Port to step up and share the cost of both because traffic from the Port and cruise ship terminal depend on both. And, as I said above, I support a new bond issue for infrastructure needs that include money specifically dedicated to pay for a portion of the cost of replacing the Magnolia Bridge, and fixing the Ballard, Fremont, and Spokane Street Bridges as well as the Interbay Dravus Street corridors.

I'm a big freight mobility advocate -- not only because my beer, hops, and malt travel along our freight corridors. The average person consumes 2 containers worth of goods delivered by truck every year and they get to their destination via our bridges, arterials, and freight corridors. I'm endorsed by Gael Tarleton.

Workforce and Post Covid Economy

6. How will you, as one of two at-large councilmembers, work with local chambers of commerce to ensure thriving business development in neighborhoods like Magnolia?

Please refer to my response to question 3. This questionnaire is getting long and I don't want to take too much of your time and I believe the spirit of my previous response is applicable here. The take-away is that I will be your ally and partner. You will always be welcome in my office. You will always get a call back. And I hope you'll call me back when I ask for your opinion and advice.

My mission is to end the us-vs-them relation that Council currently has with the private sector. Our business community is an asset to the City and we should be bending over backwards to make sure that you can grow and thrive in Seattle.

7. What steps will you take and how will you collaborate with your fellow councilmembers and the mayor's office to revitalize the Seattle economy and help rebuild downtown and key business districts throughout the city?

I will not act as a gatekeeper on City Council but I will hold my fellow council members accountable and ask the tough questions when no one else will. To me, accountability means: clearly identifying a problem; seeking input from all stakeholders to develop truly effective solutions to that problem and minimize unintended consequences of the solution; justifying the dollars spent to implement those solutions; and measuring the performance of those solutions and changing course if necessary.

This isn't happening much on Council right now. Too often, Council responds to pressure from the advocate agencies or individuals to rush proposals through the legislative process without seeking or considering input from a broad range of constituents and impacted stakeholders. Herbold's "affirmative defense" for misdemeanors (from the Public Defenders Association) and Strauss' Bringing Business Home proposal (from the owner of Yonder Cider) come to mind. Council also continually allocates limited public resources on ineffective solutions to pressing problems. Seattle's response to our homelessness emergency is the most glaring current example. City spending on homelessness has doubled in the past three years and the problem keeps getting worse. Public confidence in City Council is at an all-time low and I'm committed to rebuilding public trust in local government through transparent, honest, and responsible leadership.

As stated in some of my previous responses, public safety plays an important role in keeping downtown open and vibrant. The number one issue I hear from downtown business owners is that they are worried about the safety of the storefronts and sidewalks. Many have had to drastically increase security at their own personal costs. If we cannot ensure their safety and the safety of their patrons they will continue to leave downtown.

We must encourage new businesses to move to Seattle and to downtown. Through proactive, targeted business recruitment, especially retail. Karen True played a key role in turning around Pioneer Square by going out and courting small businesses to locate there and we need to replicate that effort downtown by investing resources to contract with a firm such as Downtown

Works that develops and implements retail recruitment programs – or more than one consultant in order to recruit a mix of new businesses. I highlight retail recruitment only because I've learned so much about retail closures and that's what people see and experience from the street. I'm concerned about the flight of such businesses to the eastside but it could be that recruiting businesses in other sectors is more urgent. My point is that the City does not have the capacity to do this work internally and it should be a priority because it won't happen fast enough without investment.

Flex zones/Curbside optimization. Demand for use of the curbside space is rising as TNC rides, deliveries of online purchases, and density increase. Several years ago, Sally Bagshaw worked with SDOT to propose several policy changes to better accommodate the competing needs for moving goods and people throughout downtown and we should consider moving forward with those that make the most sense.

Fix our broken permitting system! See above.

More art, beauty, and whimsy in the streetscape! I love the work that's been done to transform alleys and other public spaces into compelling places to stroll or hang out by adding lights, flowers, art, games, outdoor seating and the like. I'm wondering if the City could partner with or sponsor artists to do more of the same elsewhere in a way that does not block access but adds interest to enliven streetscapes that need a little boost, such as Pike between 1st and 3rd Avenues. It could be sculpture, a water feature or a more temporary installation. I love the way the French do lighting of buildings and light shows with music (remember laser rock?) but if that's too big, I'll take more features like the multi-color lighted concrete waves at the entrance to the Battery St. tunnel. Beautiful and quirky things (like the gum wall) add joy to the urban experience.

These are all things that can be accomplished if we have a City Council working with the Mayor's Office. When the two are constantly at odds with each other it is often the community (and business community especially) that suffer the most.

8. What are your business and workforce priorities as an at-large council member and specifically, how will you work with business and labor interests and your fellow councilmembers to seek consensus among the various stakeholders?

Workforce development is central to attaining a long-term and equitable recovery. Seattle must do a better job to prepare young people to enter the workforce and provide career pathways to BIPOC, and vulnerable people, i.e., those exiting the criminal justice system and individuals who have experienced the trauma of violence or addiction. I will seek new opportunities to partner with organizations such as R3 Community Services, Challenge Seattle, Fare Start, and the community college network and ensure they have adequate funding for their apprenticeship programs.

Well-paid union jobs support underrepresented people and apprenticeship programs provide the training to obtain those jobs. SMC 20.38.005, requires the City to use apprentice labor on construction projects estimated to cost \$1 million or greater and contractors must ensure that up to 15 percent of the total contract labor hours are worked by apprentices enrolled in an apprenticeship program. I commit to ensuring that Council's Select Labor Committee and Seattle's Labor Relations Policy Committee enforce City and state apprenticeship utilization laws for public projects. Currently low-rise affordable housing projects are not subject to apprenticeship utilization and prevailing wage requirements and I will advocate that they apply to all projects – commercial and residential.

I want you to know I'm committed to winning this race and I'm seeking the support of the Magnolia Chamber of Commerce and all of your membership because it would signal strong validation of our mutual values and interests. My fundraising consistently exceeds my targets and I've currently raised \$181,000 of my \$200,000 primary goal. I have been endorsed by Gael Tarleton and I have the strong labor support needed to win an election in Seattle including the Seattle Fire Fighters, Seattle-King County Building and Construction Trades Council, the Ironworkers, and the Plumbers and Pipefitters so far. I also have the support of environmental leaders such as Denis Hayes, Ken Lederman, Peter Goldman, Marianne Tagney, and many others. I'm going strong and your endorsement will broaden my support and visibility and contribute to my momentum.