

# MCMC Candidate Response

## Question 1 – Civil Rights

### 1. County response: what worked / what hasn't

Montgomery County has made important efforts to uphold its identity as a diverse and inclusive community, but the response has been inconsistent and, at times, reactive rather than principled. What has worked is the county's stated commitment to diversity and community engagement. What has not worked is the uneven application of protections—particularly when it comes to protests involving politically sensitive global issues—where residents have experienced fear of retaliation, inconsistent school discipline, and a lack of clear protections against doxxing and targeted harassment.

This inconsistency undermines trust. Civil rights are not situational—they must be protected equally, especially when they are most contested.

### 2. Specific steps to protect free speech

My approach is rooted in building **systems—not statements**:

- Establish a **countywide First Amendment protection protocol** across agencies and MCPS to ensure consistent handling of protests, speech, and disciplinary actions
- Introduce **clear anti-doxxing protections and rapid response coordination** between county agencies and law enforcement
- Require **public reporting and transparency** on incidents involving alleged suppression of speech
- Ensure **student protections** include due process standards and independent review mechanisms

Peaceful advocacy must never be penalized. My position is clear: **we protect speech not because we agree with it, but because it is a constitutional right**. My role is to ensure the county operationalizes that principle consistently and transparently.

## Question 2 – Non-Profit Support

Faith-based and community nonprofits are critical service providers, yet access to funding is often inequitable due to a lack of awareness, technical capacity, or opaque processes.

I will implement a **capacity-building and access model**, not just funding:

- Create a **centralized nonprofit resource hub** with multilingual support for grant opportunities
- Fund **grant-writing assistance and technical support programs** for small and faith-based organizations
- Require **equity audits of county grantmaking** to identify gaps in distribution
- Establish **transparent scoring and reporting systems** so organizations understand how decisions are made

This is about shifting from passive availability of funding to **active inclusion and access**, ensuring organizations like MCMF are not left out of systems they help sustain.

## Question 3 – Housing and Displacement

### 1. Addressing rising housing costs

Housing affordability requires structural solutions, not isolated programs. My plan focuses on **supply, process reform, and cost stabilization**:

- Accelerate housing production through **streamlined permitting and zoning reform**
- Expand **missing-middle housing** near transit corridors
- Implement **data-driven development approvals** tied to affordability outcomes
- Reduce cost drivers by modernizing regulatory inefficiencies

### 2. Preventing displacement

Preventing displacement requires targeted protection mechanisms:

- Expand **rent stabilization and tenant protection policies with enforcement mechanisms**
- Invest in **community land trusts and long-term affordability models**
- Prioritize **anti-displacement funding in high-risk communities**
- Align housing policy with economic development so residents benefit from growth

The goal is simple: **growth without displacement**, and development that includes—not excludes—existing communities.

#### Question 4 – Transportation & Pedestrian Safety

Transit must function as a **reliable system, not a patchwork of services**.

My plan includes:

- Implementing **performance-based metrics for Ride-On reliability** (on-time rates, frequency benchmarks)
- Ensuring **full accountability and transparency on the Purple Line timeline and integration planning**
- Expanding **bus priority lanes and smart traffic signaling** to improve efficiency
- Investing in **Vision Zero infrastructure**, especially in Up-County areas—sidewalks, crossings, lighting, and traffic calming

Transportation equity means that **where you live should not determine whether you can safely and reliably get to work, school, or healthcare**.

#### Question 5 – Healthcare Access

##### 1. Bridging gaps for uninsured/underinsured

Healthcare access must be treated as essential infrastructure. I will support:

- Expansion of **county-funded coverage programs for uninsured residents**
- Partnerships with providers to create **cost-sharing and preventive care models**
- Increased investment in **mobile and community-based healthcare delivery**

##### 2. Supporting nonprofit clinics

Nonprofit clinics are already doing the work—we need to strengthen them:

- Establish **dedicated, recurring funding streams** for community clinics
- Provide **operational grants (not just program-specific funding)** for sustainability
- Integrate clinics into the **county's broader public health system and referral networks**

This is about building a **coordinated healthcare ecosystem**, not leaving nonprofits to operate in isolation.

#### Question 6 – County Budget

##### 1. Tax approach

This is not a binary choice between tax increases or cuts. My approach is **fiscal discipline with outcome-based investment**.

Before asking residents to pay more, we must demonstrate that the government is working efficiently.

##### 2. Paying for programs

I will implement a **performance-driven budgeting model**:

- Tie funding to **measurable outcomes and program effectiveness**
- Conduct **zero-based and efficiency audits** to eliminate waste
- Reallocate resources from underperforming programs to high-impact areas
- Improve procurement and contract oversight to reduce cost overruns

The issue is not just how much we spend—it's **how effectively we spend it**.

#### My Closing Statement

Across every issue, my approach is consistent:

- Move from **promises to systems**
- From **programs to measurable outcomes**
- From **rhetoric to accountability**

Montgomery County does not need more ideas—it needs **execution, transparency, and leadership that delivers results for every resident**.

I'm running because too many families in our county are being priced out, pushed out, or left out—and I believe we can do better, together.

My campaign is built on a clear mission: **deliver real results with accountability, not just promises.** My blueprint focuses on lowering costs, expanding affordable housing near transit, strengthening public safety through community trust, and making government more transparent and responsive.

I've spent my career working alongside nonprofits—supporting organizations like IMP and mentoring through Big Brothers Big Sisters—so I've seen firsthand how community-based organizations fill the gaps where government falls short. As Councilmember, I will **partner with and invest in nonprofits** to expand services, strengthen outreach, and deliver results directly to residents.

For our immigrant communities, I will protect rights, expand legal access, and ensure every family can live and work with dignity. For our seniors, I will fight rising costs, improve transportation, and support aging with independence and care.

And when it comes to healthcare and housing, we need solutions people can actually afford. That means investing in mental health, holding systems accountable, and building more homes that working families, young people, and seniors can live in.

This campaign is about one thing: **making sure opportunity, stability, and dignity are within reach for every resident—not just a few.**

**Thank You!**

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