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1. Please share the personal and public office experiences that best prepare you for serving as a Clallam County Commissioner.

I was born and raised in Clallam County, and have extensive public and private sector experiences that have prepared me for elected office. I was a downtown business owner in Port Angeles for 15 years, operating a restaurant, managing employees, doing my own bookkeeping, and dealing with all levels of government as well as community organizations like the Chamber of Commerce. I was elected to serve on the Port Angeles City Council twice, serving a total of 5 years, which gave me a good understanding of local issues and local governments, as well as working relationships with most elected and appointed leaders throughout Clallam County. I've also been deeply involved with our community, serving on a local PTO board (Hamilton Elementary in Port Angeles), on a PA School District subcommittee, the Olympic Peninsula Community Clinic Board of Directors (twice as President), and am an active member of the Nor'Wester Rotary Club.

2. Commissioner French is running as a Democrat. Mr. Seegers is running as an Independent. Including specific examples, please explain how you are different than a Republican.

While I declared my party preference as the Democratic Party, I believe that most local issues are non-partisan. Being a former business owner, I am a practical person who tries very hard to be led by pragmatism rather than ideology. Currently, I believe the Democratic Party is most open to practical solutions and a variety of political opinions.

3. Considering the number of unhoused persons currently in treatment for substance abuse disorder and/or other behavioral health issues, what is your long term housing strategy?

Unhoused individuals and families need more options and better systems to serve them. To solve this issue, we need exits in the form of permanent housing. The Coordinated Entry system is intended to quickly identify

unhoused persons and transition them into more stable housing, preventing them from languishing in homelessness for long periods of time, which is catastrophic for someone's overall health. Unfortunately, when there are not enough cheap permanent housing units, this system does not function as intended. During the pandemic, our County worked with Serenity House to expand the capacity of our night-by-night shelter, but that hasn't solved the problem. To move the needle, we need more cheap permanent housing units, so that people who are living at the shelter or who are living in transitional housing have an exit to more stable housing.

There are many different issues that prevent these systems from working better. We've alienated landlords; some because of the pandemic restricting evictions or changes to the Washington Landlord/Tenant Act, some because of damage their properties have sustained, some because of the potential economic benefits of shifting to short-term rentals. We've made it too hard to build cheap permanent housing through the State building code and energy code. We've seen some areas express discomfort with transitional housing proposed in their neighborhood. None of these are simple issues to work through. But the overriding goal should be to increase the availability of inexpensive, basic housing units, and to provide high-quality case management to people transitioning out of homelessness, so folks are successful in their new housing which allows us to retain strong relationships with landlords that provide low-income options for tenants.

4. Given the cost of housing, transportation, food, and other basic human needs, what is your housing solution for the working poor? In addition to financial barriers (e.g. required first and last month rent and deposit), many of the unhoused working poor have bad credit due to life circumstances (e.g. divorce, medical bills, bankruptcy, etc.) and don't or may not qualify for traditional rentals. What solutions to these issues do you propose?

Again, these are complex issues. We need more housing options for all of our neighbors, but more importantly, our low-income neighbors need more opportunities to climb the income ladder. Family-wage jobs used to be more attainable and more common in our area, and the last 4 decades have seen a marked shift away from family-wage jobs and toward service-industry jobs that pay closer to minimum wage. I led a regional team that applied to the Recompete Pilot Program to solve this exact problem - how

do we create more good jobs and give our current residents and their kids the skills and support they need to get those good jobs and be successful in the long-term? That effort brought \$35.6 million in workforce development funding to Clallam and Jefferson Counties, making investments in public infrastructure, workforce development programs, rural and underserved areas, and support for people transitioning into the workforce. We're focusing on existing, low-barrier, high-wage industries like natural resources, maritime services, manufacturing, and construction, making large public investments to solve industrial transportation barriers, encouraging industrial innovation, and providing support for workers and employers. More residents in good jobs means more incomes that can create demand for homebuilders, which means more market-rate housing supply (which often ages into affordable housing supply).

As far as the direct housing question, Clallam County has convened public and private sector housing leaders in what we call the Housing Solutions Committee. For lower-income citizens, we've encouraged our local affordable housing developers to use our County seed funding to plan and develop subsidized units across the County. This strategy is working - we have multiple large-scale projects in the planning and construction pipeline, with the first (a 36-unit apartment above downtown PA) opening this year and the second (a 24-unit apartment east of PA) looking to begin construction later this year or early next year.

5. What specifically are your plans for delivering affordable housing for all community members?

Long-term, we need more housing options for all of our neighbors. I began working earnestly on this issue as a member of the Port Angeles City Council, where I advocated for two main strategies - first, the removal of burdensome and unproductive rules and regulations that prevented private-sector builders from building more housing and more varieties of housing types, combined with incentives to encourage more housing construction in the PA City limits; second, local revenue to assist our local affordable housing developers in successfully receiving large amounts of funding from State or Federal agencies to construct subsidized housing for our lower-income residents. In both areas, we saw success. While I was at the City, we reformed zoning, increased the ability of property owners to subdivide their property, removed needless and duplicative regulation, improved permitting, adopted a SEPA infill development exemption and a Multi-

Family Housing Tax Exemption incentive. Eight years later, the results can be clearly seen, as duplexes and ADUs are being built in many different areas, we are experiencing a recent high water mark in supply for home buyers, and a 36-unit apartment complex is opening this year, serving clients of Peninsula Behavioral Health.

6. How can we strengthen economic development in Clallam County while simultaneously protecting our environment and rural lifestyle?

This is an important balance for any community to find, and local government often takes a lead role in finding that balance. The County's zoning and land use rules are intended to preserve rural areas and protect them from over-development. The County, working with other local governments like our Cities or the Port of Port Angeles, is often a primary force in developing proper industrial land (often in the form of pre-planned industrial parks). But one crucial point to remember is that you cannot make a community more climate-resilient while also making it poorer. If our average resident is struggling to survive, they will likely be unable to prioritize environmental or climate goals in their personal life. With this in mind, our Recompete Plan focuses on economic opportunities for our citizens while also encouraging our major industries to innovate. One example of this is the Port of Port Angeles creating a Peninsula-wide barging network. Using our marine highway, we can remove long-haul trucks from our roads, reducing emissions, alleviating traffic, and lowering costs for industry to bring products to market at the same time.

7. (a) How do you plan to balance economic development with conservation of National, State, and privately owned forests and timber that protect our watersheds and contribute to carbon sequestration?

I believe that climate-smart forestry provides this balance without requiring permanent harvest cessation on public lands. We can have longer rotations, produce high-quality timber, move up the value chain through mills and manufacturing (providing good jobs) and still provide carbon sequestration and ecosystem services that the public values. In some cases, we can prioritize commercial thinning to create healthier forests. I believe DNR provides this type of forestry management and has the appropriate oversight to protect the public's interests.

Secondly, the Habitat Conservation Plan and the Forests and Fish Law provides environmental regulations that protect our watersheds and endangered species. We do not need to eliminate industry in order to protect watersheds and endangered species, we already have robust protections in place that do that.

(b) What is your position on the preservation of Legacy Forests? Please explain.

I believe that DNR's management style regularly creates structurally complex forests, and people that confidently assert that we are forever losing these forests are factually incorrect. We have an incredibly unique landscape, especially in the West End of Clallam County. DNR has had a long, fruitful relationship with the University of Washington to study that area and harvest techniques (DNR-managed lands roughly west of the Elwha are known as the Olympic Experimental State Forest). If there are specific areas that have important adjacencies (such as river restoration areas) I can understand the value of permanent conservation, but I would want a case-by-case evaluation with robust community input (including from trustees who rely on timber harvest revenue to provide core public services like fire districts and public schools).

8. What is your opinion on the role of human contribution to climate change, especially considering the low snowpack and water supply?

It's a well-established scientific fact that climate change is directly tied to human activities. Emissions from roughly the Industrial Revolution until modern times have trapped solar heat in our atmosphere and contributed to a changing climate, which results in more volatile weather, sea rise, ocean acidification, drought, wildfire, water supply issues, and more. We should do more to mitigate, reverse, and adapt to climate change as a species, and this should be an urgent priority for governments at every level.

9. Do you support the water manager position for the county? Why or why not?

Possibly. I could also support Clallam PUD taking the lead on managing water resources in our County. Regardless of where the position resides, I support the rationale behind coordinating public information about water

availability, reliability, and quality to ensure that public and private development understand our collective water resources and don't impair current use. At the end of the day, budget decisions are difficult and we often have to balance wants and needs. I do not support additional regulatory powers being granted to this position.

10. Where do you stand on supporting public education in our communities?

I am a strong supporter of public education. Both of my kids attend public school in the Port Angeles School District, I have served on the Capital Advisory Committee that helped plan and design Hurricane Ridge Middle School, and I served on the Hamilton Elementary PTO as Vice President for 6 years. Public schools, especially in rural areas, are often the heart of the community. They support emergency management, they support community events, enrichment opportunities for families, and so much more. Our kids deserve strong schools, modern facilities, and professional staff that protect them as they learn.

11. How would you describe your communication and problem-solving skills and styles when confronted with divisive issues?

My experience managing employees as a business owner turned me into someone who highly values collaboration over division. My focus was always "how do we fix it" and "what do you need" rather than "whose fault was it." I learned early on that blame and pointing fingers doesn't solve problems. The most important skill for a public official is listening. We are often presented with unique problems and challenges, and if we're not open-minded on how to solve them, we will almost certainly fail to deliver results. I've also learned in my years as an elected official that there are many many areas around the State or the country that have similar experiences, and we can learn from their policy-making processes, to avoid making similar missteps. Lastly, I prefer to divide issues into short-term, medium-term, or long-term efforts; often the issues we face are complex and can't be solved exclusively at our level or within a short time frame. Working on short-term solutions that might build goodwill or align people toward a long-term goal often is a good use of public resources, but for many issues if we're not at least identifying long-term solutions early on, we're just kicking the can down the road. An example of this is many of the

housing efforts I spoke of earlier at the City of PA, where we identified long-term goals and put those solutions in place early, which resulted in positive outcomes years later.

12. Yes or no. Do you think the 2020 Presidential election was stolen?

No.