

U.S. Senate

Candidate: Pete Hoekstra
Office Sought: U.S. Senate
Party Affiliation: Republican
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190 Monroe Ave. Suite 301 Grand Rapids, MI 49503

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

We need to streamline government to eliminate redundant programs between federal, state and local governments. This would significantly help reduce spending in at all levels of government. It would also improve customer service by eliminating bureaucratic red tape.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

Over the past two years, we have seen the Obama Administration attempt to pass his legislative agenda through the regulatory process. The Obama Administration has enacted 106 major regulations (those costing the economy \$100 million or more). In terms of cost, Obama's rules imposed some \$46 billion annually to the economy. The major regulations that would impact small businesses in Michigan include those related to energy prices and availability. We have seen the EPA propose and implement the most costly regulations in the history of the agency in the past two years. This creates uncertainty for small businesses as they cannot plan for their energy input costs. We have also see regulations resulting from Dodd-Frank that has frozen investment meaning it is more difficult and costly for small businesses to receive financing. The health care law also diverts the decision making to government agencies. We have not seen the full impact that the rules and regulations from the health care law will have on small businesses and their ability to provide health insurance in the future. Congress needs to once again be a check on the Administration. I would also vote for legislation that would require major regulations be voted on by Congress rather than trying to go around the legislative branch.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

When I served in Congress, I asked to serve on the Education Committee. I have a passion for reforming education so that our children have the educational opportunities for a successful future. I voted against No Child Left Behind because it gave federal bureaucrats too much control over our local schools. We need the parents, teachers, principals and community closest to the kids making the decisions for their schools, not Washington, D.C. I would propose legislation that would give more authority to state and local governments to provide the best education that fits their students needs and end top-down government control from Washington, D.C.

4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?

Michigan remains a donor state in regards to the gas tax. For every dollar that a Michigan resident pays in the federal gas tax, Michigan only gets back around 94 cents. We lose nearly \$100 million a year by not have 100 percent return. Additionally, when the money comes back to Michigan from Washington, D.C., the federal government puts strings attached to the dollars on how Michigan can spend the money. Those dollars could go a long way in improving our infrastructure and making Michigan more competitive. I would work to ensure that Michigan tax dollars are spent in Michigan and remove the strings attached so the state can determine its priorities rather than bureaucrats in Washington, D.C.

5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?

The people of Michigan can see that there is room for improvement in the state's infrastructure. As U.S. Senator, I would work to ensure that Michigan receives its fair share of infrastructure dollars. Right now, Michigan is a donor state, sending more tax dollars to Washington, D.C. than we get back. I would also work to remove the strings attached to federal dollars so state and local governments can make their own decisions on their infrastructure needs rather than federal bureaucrats determining how people have to spend their own tax dollars.

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

The United States must adopt a long-term, multifaceted "all of the above" approach to addressing the current status of energy prices. For far too long we have allowed ourselves to become dependent on foreign sources of energy putting our economic and national security at risk. America could achieve energy independence. Congress must adopt a balanced energy plan that can increase production and promote conservation while protecting environmental priorities.

Candidate: Debbie Stabenow (Incumbent)
Office Sought: U.S. Senate
Party Affiliation: Democratic
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1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?

I believe we should evaluate everything the government does, determine what is working and what is not, and eliminate duplication and waste. That is exactly what I did as Chair of the Senate Agriculture Committee while we were writing the latest Farm Bill. Because of that effort, we eliminated over 100 programs and authorizations, streamlined programs to make them more efficient, eliminated wasteful subsidies that

are no longer needed, and cut spending by \$23 billion. I have also repeatedly crossed the aisle to support efforts to eliminate billions of dollars that are spent on duplicative and wasteful government programs. The Government Accountability Office has found at least 32 areas of government where duplication and overlap occur. These areas need to be closely evaluated, and any duplication and waste eliminated.

2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?

I have led efforts in the Senate to eliminate burdensome regulations that hurt our small businesses. When the IRS announced a burdensome new “1099 requirement” that would have forced small businesses to produce mountains of paperwork, I wrote the bill to prevent that regulation from going into effect, and that repeal became law. As Chair of the Agriculture, I have led a number of successful efforts to stop unnecessary regulations. I urged the Department of Labor to stop their plan to regulate farm labor in a way that would have prevented young people from working on their families’ farms. I passed legislation through my Committee to stop duplicative regulations on farmers, and I successfully worked with the Administration to prevent new burdensome requirements on milk shipments and rural dust standards. We need our small business owners to spend their time growing their businesses so they can hire more workers – not filling out unnecessary government paperwork. I will continue to be a champion for small businesses.

3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?

Education is absolutely critical for the long-term success of our economy, and certainly is important for the Ann Arbor/Ypsilanti area. That is why I worked to successfully pass legislation to change the way we fund student loans, to end unnecessary subsidies to lenders, and invest the savings into Pell Grants so more young people have an opportunity to go to college. I have also worked very closely with our local Universities to ensure they have the resources needed to continue providing the very best education. I supported advanced energy research at the University of Michigan that has helped make our state the national leader in advanced batteries, and I helped secure a major grant for the University of Michigan for the new Center of Excellence in Nano-Mechanical Science and Engineering. I worked as a partner with Eastern Michigan University’s efforts to study invasive plant species, teacher training, and advanced manufacturing research. And I have been working with WCC and community colleges across the state to support innovative job training programs like the new IT training program at WCC. We have incredibly talented workers in Michigan, but many employers are finding it difficult to find employees with the specific set of job skills needed for many advanced technology jobs. This is a major concern for me and for business leaders all across the state. That is why I am working with Washtenaw Community College and other community colleges across the state that are implementing innovative job training programs to help workers get the skills needed to succeed in the jobs of the future. WCC recently received support for IT job training through the Trade Assistance program, which I helped create as a member of the Senate Finance Committee.

4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?

New transit options are critical as we look at the long-term development of Michigan's economy. We are bringing together not just state and federal governments, but public-private partnerships that are working together to expand transit and high-speed rail across Michigan. I am leading efforts in the U.S. Senate to help establish the Ann Arbor-to-Detroit rail project. I have been working closely with local governments, the Federal Rail Administration, the Federal Transit Administration, Amtrak and host communities to get this critical project off the ground. I am pleased that two new stations in Ypsilanti and at Metro Airport are in the works, as well as a West Detroit Connection track.

5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?

In this difficult budget climate, we need to be making smart decisions about how we use limited resources. Infrastructure is one area where we can make investments that have a high rate of return in terms of increased economic activity and new jobs. I have led efforts to support bus service and the work done by The Ride in the region. I supported a new transportation bill that consolidates funding streams for transit and gives local communities more flexibility as they establish transit options. In addition, I have worked to bring resources to the area for road and bridge replacements, including the E. Stadium bridge replacements, as well as the University of Michigan's Road Safety Pilot project, which is a joint project with the U.S. Department of Transportation's Research and Innovative Technology branch.

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

I support a "do it all" strategy on energy that includes increased domestic production of oil and natural gas, advanced batteries, as well as new clean energy alternatives like wind, solar, and biofuels. It is imperative that we reduce our dependence on foreign oil while also creating opportunities for Michigan businesses to create jobs. As Chair of the Agriculture Committee, I am leading efforts to embrace the next generation of advanced biofuels that can transform plant and food waste into energy. It is critical that we have stable energy prices for our businesses and families, which is why I have been a champion in the Senate for a common-sense approach to new regulations. We need to develop the rules carefully so that we protect our families from pollutants and health risks while making sure that energy bills are affordable for businesses and families alike. I have supported a number of efforts to create incentives for manufacturers to adopt energy-efficient practices that reduce their energy demand, which would help lower energy costs for all businesses.

US House of Representatives

Candidate: Kurt Richard Haskell
Office Sought: U.S. Representative – District 7

Party Affiliation: Democratic
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Committee to Elect Kurt Haskell for Congress
49 S. Monroe Street, Suite 165 Monroe, Michigan 48161

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

I believe that government should always attempt to reduce unneeded government and regulations. I believe that combining some national law enforcement and intelligence organizations' functions could make sense. I also support Federal and State grants that encourage consolidation of services at the local level.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

Regulations should be reviewed to ensure appropriate consumer protections. I believe that if a regulation is needlessly complex then it should be reviewed to provide the protections without the complexity. Government agencies and departments should be streamlined, modernized and combined for greater efficiency and citizen service.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

I will support programs at the federal level like Race to the Top which have increased educational standards across the country. I will also support grants for community colleges. Community colleges directly partner with business leaders to train and retrain workers for tomorrow's jobs. I believe that education and job training must be encouraged for underemployed and unemployed Americans.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

Our infrastructure is crumbling across this region. For this reason, I will support increased infrastructure investment across the region which means investing in highways, energy transmission, train service if it makes sense, and incentivizing mass transit.

- 5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

A large part of our country's infrastructure was built during times of federal investment. I believe that the current level of investment is insufficient. The States have been unable to keep up with crumbling infrastructure which has left thousands of bridges in need of repair, thousands of miles of highways in need of repair, and the entire country needs further investment in technology and electronics. I support additional investment in infrastructure across the country.

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

Federal and State government have continued to invest in alternative energy sources which should produce affordable energy for the long term. I believe that continued investment in clean energy and advanced technology will produce stable energy costs that balance environmental impacts.

Candidate: Timothy Lee Walberg (Incumbent)
Office Sought: U.S. Representative – District 7
Party Affiliation: Republican
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Walberg for Congress PO Box 1362 Jackson, MI 49204

1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?

If our country is to get our economy back on track, we need to begin promoting reforms that embrace fiscal discipline, lower taxes and smaller government. In the 112th Congress I supported and voted for H.R. 2560, Cut, Cap, and Balance Act, which would put into place statutory, enforceable caps to ratchet down the amount the government is allowed to spend each year, bringing spending into line with the historic average of 20% of GDP by 2021. I also voted (HR 3630) to reduce taxes by \$88.3 billion over ten years, reduce mandatory spending by \$63.1 billion over ten years, and lower discretionary spending budget authority caps by \$29 billion over ten years. I will also continue to support an amendment to the Constitution that requires Congress not spend more than it receives in revenues, require a 3/5 majority vote to increase the debt limit and require the President to submit a balanced budget to Congress.

2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?

This congress I supported (H.R. 4) eliminating the small business paperwork mandate that would have required all businesses that pay another individual or business \$600 or more for goods or service to submit a 1099 form to the IRS and was included as part of the Patient Protection and Affordable Care Act (PPACA). I also supported (H.R. 10) which requires Congress to take an up-or-down, stand-alone vote on all new major rules – annual economic impact of \$100 million or more – before they can be enforced. I believe it important to foster better cooperation between rule makers and Congress in order to have regulations that more accurately reflect their impact on job creators and the economy.

3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?

As a member of the House Committee on Education and the Workforce, I believe Congress needs to provide greater flexibility to states and local school districts in order to empower those closest to the students; parents, teachers, administrators and school boards. Supporting higher education, encouraging partnerships with the private sector and education institutions, and enabling students, particularly from low and middle income families, with access to excellent educational opportunities is important to the future of our nation.

4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?

It is important to have increased state and local flexibility to address these issues in a cost-effective manner.

5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?

We need a transportation and infrastructure system that is safe, efficient, reliable and cost-effective. At a time when our national debt is \$16 trillion and our projected deficit is \$1.1 trillion, we need to understand the proposed funding levels are not judgments against their effectiveness or impact but instead reflect the difficult fiscal situation before us.

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

We need to expand American energy production. Being dependent on foreign nations for our energy is a security risk and the national 'cap and trade' energy tax that passed the U.S. House in the previous Congress would devastate America's economy and destroy jobs. Congress needs to allow the expansion of American energy exploration, refinery construction, nuclear energy and alternatives.

Candidate: John D. Dingell (Incumbent)
Office Sought: U.S. Representative – District 12
Party Affiliation: Democratic
Contact Info: john.dingell@gmail.com, 19855 Outer Dr. Suite 103 A-E Dearborn, MI 48124

1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?

Government must be more efficient, but this must be done in a manner where the quality of essential service is not impaired. For example, the recent outbreak of meningitis shows us how important is FDA regulation of industry. One of the best ways to ensure efficiency in government is through proper oversight, of which I am a major proponent, to assure Government can protect our people from real dangers.

Washington has lost the ability to work together to protect the American people. The people deserve a government that works for both consumers and industry in terms of both quality and efficiency.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

We must work for job creation and economic growth to get America moving forward again, and now is the time for a massive effort to reduce our unemployment rate. This must be policy makers' number one priority, and I have repeatedly called on my colleagues in the House to put aside partisan differences so we can work together on bipartisan legislative proposals that put Americans to work. As I have done all during my career we need a national policy to assure balanced regulations, protection for public interest & consumers balanced with equal concern for jobs, opportunity and business.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

The United States faces the most dangerous competition in our history. We must educate our people to the highest levels, and if we do prevail, we must assure our students are ready for the most advanced jobs and that we train and retrain our people to be the best workforce and produce the best workers ready for the best high tech and value added jobs. Federal Government must assure that working with the States that this happens. Training and retraining must produce people ready for jobs where they are needed. I have consistently supported increased funding for early childhood education programs such as Head Start, as well as more funding for K-12 education to hire more teachers and modernize our schools. I am also a strong supporter of funding for not only world-class institutions like the University of Michigan and Eastern Michigan University but also for community colleges such as Washtenaw Community College who provide invaluable worker retraining programs that can give workers the education they need to compete for 21st century jobs.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

I support mass transit because I believe American families need it when they are making decisions about their mobility. I believe that modern transit systems will help us compete with our neighbors abroad. Our international competitors are all heavily investing in modern, high-speed rail systems that provide an alternative to air travel or vehicle travel. Transportation choices, including light rail, rapid bus, and high-speed rail, also provide long-term economic benefits. Transit projects create jobs, recruit business and industry to communities, increase residential and commercial property value, and reduce transportation costs for our families. Further, the American people are demanding transportation choices as evidenced by the sharp increase in transit ridership over the last 15 years. I strongly support transit development in Southeast Michigan including ample federal funding for high-speed rail development between Detroit and Chicago, getting Ann Arbor to Detroit Commuter Rail up and running, and pushing the development of the M1 Light Rail project. We cannot be afraid to make investments in long-term projects that offer enormous potential to help the Metro Detroit

region to compete with cities like Chicago, Cleveland, and Philadelphia. I have been working with the US DOT and MDOT and the Governor to assure Southeast Michigan has a proper official authority to oversee transit development and operation. We must ensure that those living in Southeast Michigan have adequate options for public transportation.

5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?

Our national investment in infrastructure has been insufficient for our needs. The American Society of Civil Engineers estimates that \$2.2 trillion is needed over five years to update and repair our infrastructure. Such an investment would not only help to support modernizing our transportation system, but it would also put thousands to work. For every \$1 billion in federal highway spending, 30,000 jobs are supported. Multi-modal transportation investments will help our economic growth by making our communities more attractive to residents and businesses, raising property values, and helping us to compete with our neighbors abroad. Further, efficient transportation systems would help us to reduce our dependence on foreign oil, reduce pollution and save American families time and money wasted in traffic congestion. On average American families spend more than \$7,600 a year on transportation – more than they pay to feed their family and twice as much as what they pay out-of-pocket for health care costs. Investing in multi-modal transportation would provide families across Michigan with transportation alternatives and reduce time wasted in traffic. We also must make major investment in water supplies, waste treatment, electric supply and bridges. Congress must come together on a bipartisan basis to support long-term investments in our infrastructure. Programs like the American Recovery and Reinvestment Act and the TIGER grants have helped us to a significant but not adequate extent invest in large-scale infrastructure projects. We must pass a long-term reauthorization of our transportation program and ensure that it is fully funded to meet the needs of our states. We must also consider innovative new programs that would encourage public-private partnerships to support large scale transit projects like light rail, rapid bus transit, or new international crossings.

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

As key architect of the Clean Air Act Amendments of 1990, the Clean Water Act, and the National Environmental Policy Act - bipartisan bills that passed Congress overwhelmingly, I believe we already have laws that provide a moderate approach addressing the problem of pollution while also allowing our economy to flourish. As we work to improve our economy, we must support businesses so they have tools to create jobs and put Americans back to work. We can do this without losing ground in our efforts to protect our environment. One of the laws that allowed us to do both is the Clean Air Act Amendments of 1990 of which I was a major handler, working closely with all our industry. Since passage, our Gross Domestic Product has increased by more than 200 percent while pollutant emissions have dropped by 41 percent. I have seen to it these laws have been passed with broad bipartisan support and with the support of both industry and the environmental community, I have always seen to it that the concerns of industry have been met in the writing of the legislation.

Candidate: Cynthia J. Kallgren
Office Sought: U.S. Representative – District 12
Party Affiliation: Republican
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- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

Governor Snyder is doing a great job of consolidating municipal services, dispatch centers, jails, etc. Congressional Districts and states could take a lesson from this successful exercise. I would favor turning federal community development programs into block grants given to states for administration and responsiveness closer to the communities affected.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

ObamaCare, energy policy, taxes, over regulation, etc. are a burden on small business and stifling growth and jobs. Government program reporting requirements are often duplicative and redundant. Simplifying tax and other requirements can save man-hours of preparation and simplify reporting requirements. A review of complaints filed regarding various government agencies would be one place to begin; another would be to solicit suggestions from organizations like the A2Y Chamber of Commerce.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

School choice is fundamental for families her-to-fore under-served by the education system. Accountability for school performance needs to be local, as well as meeting minimal state requirements. However, it should be clear that our well-educated students are moving to where the jobs are. Merely putting more money into the system will not change those dynamics. The studies that suggest otherwise are flawed.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

Regional transit authorities may come up with new plans that make economic sense. Until then, to commit to a policy without knowing the costs or benefits would be irresponsible. The current systems in Ann Arbor seem efficient particularly for the student population. Other portions of the district and southeast Michigan may learn from their success.

- 5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

We may need more infrastructure in particular areas. But we are in an economic crisis. Stop this spending and seek revenue through growth of small business. The one area of investment should be in helping to start new small businesses. We need to use federal grants to open accelerators for existing small businesses, and incubators for starting new small businesses in every community in our district. It is through business growth and the addition of new jobs that we will gain revenue. Revenue, as tax of the additional businesses created, and not additional tax of existing businesses.

- 6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

We need to resist the temptation to manipulate the energy market by policies that choose winners and losers. Automobile fuel is taxed, in part, to support infrastructure required by automobiles; alternative fuels need to compete with fossil fuels on that taxed basis and justified according to real public savings, such as less pollution. The market must lead the way, not government speculation which gambles with the public's money and has the unintended consequence of encouraging lobbying for government investment of untried technologies.

Michigan House of Representatives

Candidate: Gretchen Driskell
Office Sought: State Representative - District 52
Party Affiliation: Democratic
Contact Info: gretchen@votegretchen.com, P.O. Box 464, Saline, MI 48176

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

At every level, there are opportunities to make government more efficient. Particularly where opportunities to utilize technology to automate government services or reduce waste present themselves, we should give them every possible consideration. Ultimately, the goal of government is not increased consolidation, it is adequately serving the needs of its citizens. Consolidation is not always the silver bullet to controlling government costs. Often, consolidating government services leads to minimal savings, even in the long term. In the short term, consolidation always involves a significant upfront expense, and it's not always clear which government entities (state, local, county, etc.) should foot the bill for the overhaul – and in what proportion. The State of Michigan has begun pushing local governments to make their operations more efficient, through consolidation where appropriate. These government entities have been asked to meet a set of criteria to continue to receive state funding at the same level they had previously. Unfortunately, the model being used here is backward: rather than offer state assistance to local government to help them make the necessary changes, they are threatening local government with the loss of funds if they fail to make them. The right approach would be to create state-level grants or revolving/low-interest loan programs and make them available to local governments in order to incent

them to increase their efficiency. The current model of forcing local government to increase efficiency while starving them of the resources to make it happen is bound to be unsuccessful.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

Which regulations qualify as burdensome has to be determined on a case-by-case basis. What is burdensome for one business might be no issue for another. The State of Michigan should regularly review existing regulations to ensure that they are relevant to today's market. As mayor, I have been committed to working cooperatively with the business and labor/environmental communities to ensure that we keep the common-sense regulations that protect consumers while jettisoning those that overly burden business. I believe my record as mayor of working proactively with the business community to identify the challenges they face and strategize the best way to address them before these businesses elect to leave town speaks for itself. Under my tenure, Saline has been able to boast a strong and growing business community.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

Education is a foundational investment in the future health of our society. The deprioritization of public education does more to compromise our state's long-term sustainability than any other single action undertaken under the current legislative majority. We should start by increasing investment where it is most likely to realize the greatest return: early childhood education. We need to increase funding and expand eligibility requirements for preschool and programs such as Head Start and Success By Six to ensure that all Michigan children can reap the advantages of these programs. When it comes to K-12 education, we must reverse the near-billion dollars in funding cuts. Our overreliance on standardized testing as a means of evaluation forces our teachers to spend valuable class hours "teaching to the test." Instead, we should empower them to deliver a comprehensive educational curriculum that includes arts, music, and foreign language programs. We should encourage the use of technology in the classroom, and ensure that all Michigan students, particularly those in lower-income areas, have access to these tools. We must continue to capitalize on our world-class higher education institutions. Whether trade schools, community colleges, or four-year universities, our higher education system train the next generation of our state's workers, professionals, and entrepreneurs. Being able to provide organically the high-talent future employees that 21st-century-economy businesses require to succeed is fundamental to our future success.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

Economic success in the 21st century is all about who can attract the high-talent workers that are in such high demand in today's economy. These individuals look at the effectiveness of the transit system in the area when deciding where they want to live. The places that are attracting these workers are those that have made investing in transit systems a priority, and they're reaping the benefits. Michigan will have serious

trouble competing for these workers until we can offer transit systems that can begin to compete against those of our rival areas. On the state level, we need to start investing in regional bus service, light rail, commuter rail, and density- focused development strategies that make transit service more effective. We should start by putting in place a regional transit authority to work strategically on how best to turn this plan into action. On the local level, the State Legislature should give our municipalities the tools they need to implement non-motorized plans and enact “complete streets” legislation that make these cities more pedestrian-, bicycle-, and transit-friendly.

5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?

I believe that we have not invested nearly enough in developing our infrastructure. The problems with our roads and bridges are well documented. For instance, it’s estimated that Michigan drivers pay an extra \$350 in extra vehicle repair costs due to the damage caused by driving on our crumbling roads – well in excess of the per-capita cost it would take to repair them. Investing in infrastructure projects is a win-win for Michigan. It addresses major issues we have with our transportation, communications, and utility systems, making major improvements in our state’s built environment for the future. These projects also represent significant economic activity: they put money into the Michigan economy, and they create jobs for Michigan workers.

Candidate: Mark Ouimet (Incumbent)
Office Sought: State Representative – District 52
Party Affiliation: Republican
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Committee to Elect Mark Ouimet 310 N. Main St., Suite 160 Chelsea, MI 48118

1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?

As the chair of the Local, Intergovernmental and Regional Affairs committee it has been my goal to help shepherd legislation that gives local municipalities the tools they need to be successful. I understand that local governments have limited resources and their hands should not be tied when trying to make the best possible decision in keeping the municipalities successful. Legislation such as the Urban Cooperation Act, Corridor Improvement Act, PERA, Municipal Partnership Act, among others, have made it easier for local governments to consolidate services and create authorities. Local governments within Washtenaw County have been consolidating for years and have been very successful at it. The most important thing in consolidation is the quality of service and so long as the quality is still there then it’s a tool the local government should consider.

2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?

Back in February, the Office of Regulatory Reinvention and the Environmental Advisory Rules Committee came up with a list of burdensome regulations that tie the hands of small business. I have supported and will continue to support any legislation that would

remove more stringent requirements than what the federal government outlines and the duplication of process. In addition, the outdated and cumbersome PPT must be reformed, doing away with the double tax on mom and pop small businesses. I fully understand that local municipalities rely on this revenue and thus the PPT shall not be reformed until there is an alternative source of revenue in place.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

In the 52nd District we are privileged to have outstanding public schools, however, not everyone is so lucky. Every child has the right to the best quality education available to them, whether that is public, charter or cyber schools. It is our job to make sure that each student is given the best opportunity for the highest quality education possible. Michigan offers wonderful post-secondary education but for years we have been a donor state in education. We invest in our students and then they find jobs elsewhere. We must create an environment that encourages businesses to locate here, expand here and develop here. We are heading in the right track.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

As a member of the Transportation committee we continue to work on creating the frame work for which regional transit systems can be developed. Regional transit has been a top issue in southeast Michigan for years. The development of a regional transit system would be beneficial to urban communities, connecting one urban area to another, providing access to more jobs and culture. It should be left up to the local community to decide if they would like to participate in the regional transit system. I believe that the cost should be born on those that utilize the system and not those in rural areas where transit is not available.

- 5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

Currently, our state's investment on infrastructure is insufficient. It is estimated that in order to fix our roads and bridges it would cost \$1.4 billion dollars. This investment would allow Michigan to receive matching funds from the federal government, would create over 10,000 jobs, and use Michigan products for Michigan infrastructure. By doing nothing we can lose jobs, added vehicle repair costs and lose federal match dollars. We must address the state's deteriorated infrastructure with a long term solution.

- 6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

We are always trying to balance the environmental concerns with the concern of energy accessibility for existing, expanding, and new business within Michigan.

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

I believe that on the local, state, and federal levels, we need an all-of-the-above policy when it comes to energy. We've been able to rely on fossil fuels for abundant, relatively cheap energy in recent decades, but there's no guarantee that these trends will continue into the indefinite future. With the recent volatility of coal, oil, and gas prices, our heavy reliance on fossil fuels leaves us vulnerable to price increases that can slow our economy to a crawl. We should be investing in truly renewable energy sources like wind and solar for a number of reasons. First, there is zero fuel cost volatility for these energy sources because there is zero fuel cost. Second, these energy sources don't have the same environmental and public health impacts as fossil fuels. The more we add wind and solar to our energy mix, the cleaner our air and water and the healthier our citizenry. Third, the components that go into wind turbines and solar cells can be designed, developed, and manufactured right here in Michigan. Wind and solar allow us to capitalize on our comparative advantages in research, manufacturing infrastructure, and workforce know-how. Michigan is already number one in the nation in clean energy patents filed; growing this industry will only build on that advantage and create jobs in this growing sector of the economy.

Candidate: Jeff Irwin (Incumbent)
Office Sought: State Representative – District 53
Party Affiliation: Democratic
Contact Info: jeffmirwin@gmail.com, 2542 Bellwood, Ann Arbor, MI 48104

1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?

I will support legislation that encourages local units to consolidate and cooperate better. I will support enabling legislation and financial incentives for communities that make their services more efficient through consolidation. Washtenaw County governments have already accomplished many successful shared service arrangements. I will continue to bring these examples to Lansing and I will fight for funding that rewards good government and creates incentives for more.

2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?

I support eliminating regulations that no longer serve an important public purpose and I support redesigning regulations to be more business friendly wherever possible. Also, I have introduced legislation that will remove regulatory barriers to the development of our economy. Specifically, I have introduced two pieces of legislation that will remove regulatory barriers for the development of wind power in Michigan.

3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in

support of broadening educational access and effectiveness, leading to economic growth for our region?

I opposed the recent cuts to education in our community and the assaults on the University of Michigan's research and scientific autonomy. Not only did we lose \$470 per pupil in 2011, we also lost almost \$900 per pupil in increased revenue that was diverted away from K-12 to make room for other priorities. These cuts pack more kids into k-12 classrooms and make college less accessible for bright young Michiganders. Further, Lansing has repeatedly attacked U of M's autonomy, attaching funding to political goals such as frustrating stem cell research or ending equality for LGBT employees.

4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?

I support increased transit service and I'm exciting about the opportunities locally and in Lansing. One of my biggest goals for transit development for the last two years was met when the Governor took the needed leadership to purchase the Norfolk-Southern tracks running through Ann Arbor. This purchase greatly improves the current Wolverine Line service run by Amtrak and creates additional opportunities for transit service along the I-94 corridor. Now, I'm hopeful that the legislature will move forward with creating a new RTA along with additional tools for transit funding.

5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?

Michigan's roads and bridges are suffering from the neglect and deferred maintenance of many years. In the long term, this is financially problematic because it is more cost effective to keep needed infrastructure in good condition. As Lansing's investment continue to fall behind, that puts additional pressure on local property taxes to support good roads. Good roads should be a statewide responsibility with that obligation funded through user fees rather than property taxes. I also support the development of an additional international crossing in Detroit to support trade and manufacturing in our region.

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

I have introduced legislation that will streamline regulatory barriers for wind power development and I have introduced new tools for energy efficiency and conservation projects. Michigan has particularly good wind opportunities and new wind developments are coming in at 6.5-7 cents per kilowatt hour. This is far less expensive than new power generation from coal, gas, landfill methane or nuclear. Over the long term, these home grown power sources are even more valuable because we keep our investments here in Michigan, rather than where ever we buy our fuel. Also, wind power doesn't come with the negative human health effects from our main fuel source: coal. On another level, as the world moves towards clean, renewable sources, Michigan can and should be a leader in innovation and manufacturing in the clean energy sector.

Candidate: John J Spisak
Office Sought: State Representative – District 53
Party Affiliation: Republican
Contact Info: jispisak@sbcglobal.net

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

It is important to look at all areas of the budget and make sure we are acting in an efficient manner. There should be no areas that are left un-researched. Education is important, not only for the success of the state, but of our younger residents. We need to make sure we are meeting our responsibility to the education of our citizens.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

As the previous owner of a small business, taxes are of the most importance. We need to ensure we have a system in place that does not overburden the backbone of our economy, small business. Additionally, we need to make sure the implementation of the affordable healthcare act does not make owning a small business untenable.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

I hold a BA in finance from EMU and I am finishing my Masters degree at the University of Michigan. In addition, I have three children all in public school here in Ann Arbor...education is a priority for me! We must make sure our educational system meets the needs of the students and makes them ready to compete once they graduate. We must make sure we are funding the educational system efficiently and not cut, to just cut.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

Having a public transit system is a priority, but it must support itself. Bussing throughout the area makes economic sense and should be pursued.

- 5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

We need a strong infrastructure in order to meet the needs of our community. We need to make sure the local infrastructure systems is kept up to par as well as making sure a community wide infrastructure is in place.

- 6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to**

ensure that businesses have affordable and stable energy costs that balance environmental impacts?

Energy availability and cost is important to every person in every community. It is important we do not harm our environment but we also need to balance the needs of the environment with the needs of the citizens who live in our communities. Affordability is the key to success in business ventures.

Candidate: Bill Emmerich
Office Sought: State Representative- District 54
Party Affiliation: Republican
Contact Info: www.bemmerich.com; www.facebook.com/elect.emmerich,
Committee for Bill Emmerich 8021 Lake Crest Drive Ypsilanti, MI 48197
elect.emmerich@gmail.com 734-922-3797

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

I would support legislation to setup a part time legislature as a vast majority of States have now. I would work on incentives to bring together the many township government units to combine resources and assets. The many separate school districts can get some incentives to bring them together to exchange their investments in curriculum, such as New High programs. They already are working on major services.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

Many regulations become ineffectual or outdated yet still remain on the books. I would like to see that there be a sunset clauses imposed. Regulations would have to be reviewed, say every 5 years, and approved by the Legislature, or they are automatically phased out.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

I am in favor of business and communities setting up "Promise" funds [like Kalamazoo] to reward hard work and accomplished goals. I am in favor of universities using their endowment funds to place student loans and take a stake in the success of their graduates.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

I would like to see affordable transit opportunities be provided or subsidized at a reasonable cost to the public with a goal of efficient, if not profitable routes. I would like to see that they be reviewed regularly for efficiency of our tax dollars, to weigh subsidies, public and private options.

- 5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

Especially in this election cycle, you see a flurry of activity on roads and bridges, and even sidewalks. I see many examples of obvious waste of our tax dollars being spent for the sake of just being spent. Perfectly good signs being replaced with same sign 3 feet in front of it, etc. We need to do a better job of selecting projects, and spend in the appropriate fashion. The investment is sufficient, and utilization needs to be improved.

- 6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

I am for phasing in a free market energy policy. Open up the competition again. I am also for making it easier for distributed energy generation to invest in clean technologies, and to be able to share their investments and excess capacity in their local neighborhoods.

Candidate: David E. Rutledge (Incumbent)
Office Sought: State Representative – District 54
Party Affiliation: Democratic
Contact: repdavidrutledge@gmail.com, 8585 Durham Ct. Ypsilanti, Michigan 48198

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

Government must learn to operate based on a culture of continuous improvement while adhering to best practices and a balanced budget. Right sizing government should be the priority of policy-makers. Eliminating duplication of services in a given geographical area represents an opportunity for savings. Imagine the savings in Washtenaw County if there were only one provider of police services.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

Efficiency can be gained and the financial burden on businesses reduced by government periodically reviewing and updating its regulations. As a member of the House Regulatory Reform Committee, I have actively supported bills to reduce the regulatory maze that burden small businesses. Streamlining the Liquor Control Commission's license application process is one example.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

Broadening educational access and effectiveness begins with early childhood. All children should have access to free early childhood/K-12 compulsory education of good quality. Quality improvement measures should always take into consideration factors that influence how and how quickly children learn. Examples of important factors are: socio-economic background, cultural background, health, and the amount and nature of prior learning. Every single resident of Michigan, and every business based in our state, has an interest in quality higher education programs, both for their families and so that Michigan has a highly skilled workforce. Higher education accessibility should be a priority for state government, and I believe our state's tax structure and appropriations process should reflect that.

4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?

At the state level, I support transit policies that take into consideration regional planning. Transit plans at a minimum should include a discussion of inter-jurisdictional issues, land use planning, the implications of technology to transit, and the positive/negative impacts on environmental quality. Locally, I have been supportive of AATA's investigation of a countywide approach to transit services. I particularly applaud the openness by which the review process has been conducted.

5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?

In recent years, we have been disinvesting in our roads and bridges. Michigan's bad roads not only negatively impact our quality of life and increase vehicle repairs; they also negatively impact our major industries like tourism, manufacturing, and agriculture. I would have provided for an increase to the Michigan Transportation Fund to address the continuing deterioration of the state's transportation infrastructure. I will remain an advocate for giving budget priority to our roads and bridges because these investments directly impact our quality of life and business attraction.

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

I support a balanced approach to addressing increased energy costs and environmental concerns. Our policies need to do a better job of emphasizing the value of energy efficiency. For example, I support placing a high priority on energy efficiency as a resource; establishing measurement and verification mechanisms for energy efficiency programs; and, creating incentives to encourage investment in energy efficiency. A second approach is to move forward expeditiously with the development and use of renewable energy sources like wind, hydro, and solar. 30 states including Midwest states like Minnesota, Iowa, and Illinois have already passed measures that require utilities to obtain meaningful percentages of electricity from renewable sources. If they see the value of moving quickly to renewable energy sources, so can Michigan.

Office Sought: State Representative – District 55
Party Affiliation: Democratic
Contact Info: Adam Zemke for State Representative P.O. Box 8147 Ann Arbor, MI 48107

1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?

As the 55th District State Representative, I will work with leaders of counties, cities, townships, and school districts to encourage consolidation of services and I will support legislation that provides financial incentives for the consolidation of services. Washtenaw County has been a leader in this effort as illustrated by, among others, the consolidation of police dispatch and human service departments. Going forward, the State of Michigan must do more to work with local governments to offer consolidated services in areas such as police and treasury services.

2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?

The State of Michigan should regularly review existing regulations to ensure that they are relevant to today's market. I am pleased to have been endorsed by the Detroit Regional Chamber, which recognized my commitment to work with the business, labor, and environmental communities to ensure common-sense regulations that protect consumers while not overly burdening business.

3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?

Education is the best form of economic development. This is the central platform of my campaign and the primary reason I ran for office. Businesses in Michigan have tens of thousands of vacant positions in emerging industries because our workforce lacks the skills to fill these high-paying jobs. An educated workforce is particularly important to Washtenaw County, which has become a national hub for high-tech industry and entrepreneurial activity. As State Representative, I will support increased funding for K-12, community college, and higher education; work with teachers and the business community to overhaul our State's K-12 curriculum to increase emphasis on science, technology, engineering, and math (STEM); and prioritize smaller class sizes.

4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?

Michigan business cannot thrive without a modern and efficient transportation system. As State Representative, I will support a comprehensive statewide investment in our roads and bridges; this will likely require new revenues which may include higher registration fees or gas taxes. I support investing in mass transit to ensure that workers have access to jobs in an efficient and environmentally-sustainable way. Mass transit is also vital to attracting and retaining talent to southeast Michigan. I also support the NITC and oppose Proposal 6.

- 5) **At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

Leaders across the political spectrum agree that Michigan does not invest enough in our roads, bridges, mass transit, schools, and other public infrastructure projects. As described in #7, above, I support investing in our transportation system. Additional investments in infrastructure should be addressed on a priority basis and will likely require additional revenue streams.

- 6) **As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

I look forward to working with our State's utility companies and the environmental community to ensure a balance between new energy development and environmental sustainability. I support investing in green energy to ensure reliable and diverse energy sources. I also support a moratorium on fracking to allow the State time to develop appropriate standards to ensure that natural gas is extracted safely and transparently.

Washtenaw County Board of Commissioners

Candidate: Rob Turner (Incumbent)
Office Sought: Washtenaw County Commissioner - District 1
Party Affiliation: Republican
Contact Info: rturnerii@turnerelec.net, 209 Quiet Creek Ct. Chelsea, Michigan 48118

- 1) **What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

I will work with the administration to find additional areas that can be consolidated and work with the local governing bodies to find further ways we may consolidate our services benefitting us both. I want to continue to find ways to consolidate our infrastructure and eliminate our need to rent building space and reduce our energy cost. With reducing energy cost I would want to spend a little more of our capital funds to continue to upgrade our current facilities making them more energy efficient which will save our general fund and provide some additional construction work for our local contractors.

- 2) **Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

At the County level as a businessman I feel our regulation burden is light but I feel that we can do better lightening up and speeding up the process of building permit applications and approvals. I want to make this process as smooth and quick as possible to keep this County the best place to start and expand a company.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

I want to maintain a close working relationship between the County and our Universities and our local School Districts. I want us to do all we can to support them where we can. I want to see us network more with our Universities to help us help each other and help the people of this County. I also want to network more with our local School Districts to see what programs we might help them with to better help our lower income families prepare their children for school to help them be more prepared to learn each day no matter what age they are. I want to network more with the WISD to see how we may continue to help children with disabilities and promote our schools and communities to those looking to move to southeast Michigan.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

I will support the transportation authority as it develops and will support those communities who decides not to join it at this time. I believe if we are grow and be an attractive place for people to move to we need to continue to improve our transit systems here in Washtenaw County and in Southeastern Michigan.

- 5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

We need to be proactive on maintaining our infrastructure and not wait until it is in such despair that it will become too pricey to repair and maintain our services. At the County level we need to assist local government improve their infrastructure where we can but also be very careful in what support we give so as to not make the same mistakes as we have done in the past.

- 6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

I believe we should do all we can to make our buildings as energy efficient as possible lowering our energy consumption and saving money to our general fund. At the county level there is little we can do to propose policies except in our own buildings and vehicles. But I support a balanced energy approach utilizing our own natural resource along with a wise use of renewable and again making our buildings and vehicles as energy efficient as possible so that our payback on what we do is as fast as possible. With this approach we will do nothing but help grow our economy and produce more jobs.

Candidate: Alicia Ping (Incumbent)
Office Sought: Washtenaw County Commissioner - District 3
Party Affiliation: Republican
Contact Info: aping72@gmail.com, 307 N. Harris Saline, MI 48176

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

Local government continues to provide the best possible service with the funds available. I see possibility for consolidation in the Courts, County owned real estate, and offering the option for combined services where possible.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

No Response

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

County government is not directly involved with local school districts.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

The new Transit Authority is in the process of being formed and the County (as a body) is no longer involved. It is now up to each local unit of government to decide if they would like to participate in the Authority or not.

- 5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

The BOC has very little to do with infrastructure development. I do believe that we should support local government in their efforts regarding infrastructure repairs and development.

- 6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

No Response

Candidate: Felicia Brabec (Incumbent)
Office Sought: Washtenaw County Commissioner - District 4
Party Affiliation: Democratic
Contact Info: electfeliciabrabec@gmail.com, P.O. Box 2617 Ann Arbor, MI 48106

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

The County continues to strive to make services and units of government efficient and effective. Continued consolidation and collaboration are important aspects of this effort. Currently, the County is working toward consolidation of Dispatch Services. This will allow for greater collaboration between entities and more efficient service delivery. In terms of making government more efficient, my efforts have focused on the County budget. As a Commissioner, the most integral part of our work is to attend to and pass a balanced budget. With this as a frame, I support decisions that allow the County to continue to offer exceptional service to our residents while streamlining processes.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

A welcoming and prosperous business community is integral to the continued success of Washtenaw County. The Personal Property Tax (PPT) discussion is one of note for our County. Although, the County does not decide on its existence or the way in which it is administered, its existence or lack thereof does impact our community. For some, PPT (tax on property for businesses including but not limited to machinery, furniture, computers), may be burdensome. In terms of the County, the potential removal of the PPT could mean up to a \$5 million loss in revenue. This money is used to fund vital County services. I believe that it is imperative to ensure that there is a sufficient replacement for those tax dollars. Our County would suffer greatly without that revenue. I support the removal of PPT because of its potential to be a burden to small businesses. However, I feel that a strong, viable revenue replacement must be in place to ensure continuity of our County services for our residents. It is my continued desire that Washtenaw County be an inviting place for individuals to open a successful business.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

We live in a large and diverse County. As such, our educational needs vary throughout the area. Generally speaking, there is a need to provide a strong educational foundation for our youth so that they are able to pursue education and/or training after high school allowing them to effectively enter into the work force. Presently, we are faced with two hurdles. We have two identified struggling school districts and we need to make sure there are jobs for our young residents entering the work force (not to mention jobs for those residents who return to school or seek further training). The plans for the proposed consolidation have been carefully thought out. A cultural shift in terms of the view of education, both within the community of the school and the community at large, may help with the success of the creation and success as a whole of a new district. Ensuring the success of all of our schools and academic programs throughout the County directly impacts our economy and its continued growth.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

Regional transportation can be vital for an area. It provides mechanisms for economic development, positive impacts on the environment, personal opportunities in terms of mobility and social interaction, and infrastructure advantages. Having had the opportunity to speak about this issue with residents of District 4, many report that they would utilize expanded service. In terms of developments, I would like to see more bus routes throughout the district, particularly on the major thoroughfares. I support Countywide transit when done in a systematic, responsive, and responsible manner.

5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?

The County's infrastructure development is directly tied to the budget process. The County has a commitment to reducing expenses and streamlining processes. This process means that money may need to be spent in order to provide greater access, be more efficient, or to realize monetary gain for the community. As a Commissioner, I am open to hearing ideas about ways to improve infrastructure, all the while, considering the overall impact on the budget, particularly as it relates to the services that we provide to our residents and its impact to the dedicated employees of the County.

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

Energy use and consumption are important topics. In terms of energy use within County facilities, the County has taken an active role in reducing its carbon footprint. There have been strides made to reduce the overall energy bill. The commitment of the County can also be seen in the hiring of an Energy Coordinator, part of whose job is to continue to identify and access ways in which the County can be more energy efficient. Throughout the larger community, the issues of drilling and fracking are lightning rod topics. With regard to both, I appreciate the resources that these processes produce. However, the cost seems greater. There are implications financially, environmentally, physically, and socially. Through my research, it appears that more needs to be known about the impact on neighboring communities who are actively engaging in these energy producing practices. They are our greatest teachers should we see an influx of these practices in our community. At this time, it appears to me that the costs are greater than the energy outcomes. I am open to the exploration of energy producing processes when considered in an environmentally responsible manner.

Candidate: Joe Baublis
Office Sought: Washtenaw County Commissioner - District 8
Party Affiliation: Republican
Contact Info: Joebaublis@gmail.com, 1602 South Blvd. Ann Arbor, MI 48104

1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?

The first question is a non sequitur because the Washtenaw county government is projecting a \$24 million deficit, and a rosy future with even more. So you can't ask a question that might imply any element of efficiency on this government. However, the fact is there is no single government function that cannot be performed better and more efficiently by the private sector. The government's role should be to plan for outsourcing all functions to competing private groups, and I'm not referring to spark. I'm saying that private companies will snow-plow the roads, and repair roads. Private companies will provide shelter and food for the homeless, and private companies will provide public health service, and building services. There are also alternatives to privatization. For example, a concerted promotion of property values, and/or a massive voluntary re-negotiation of labor contracts.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

The first burden is the government cheaters who are raising property taxes without providing a popular vote. Even though the State law prohibits it, the county commissioners have succumbed to the legal fiat of the dark force. Secondly, although it may not be a "regulation" per se, the commission's long-standing policy of providing the entire county's full faith and credit towards each municipalities improvement scheme, is placing an enormous burden on the entire county especially to the extent that outlying property values continue to slide. Third, when the county has chopped up a road that serves a business thereby eliminating their viability, doesn't it make sense to relieve the business of taxes? Fourth, should the county government's deficit and debt be broadcast on the first page of the website so that everybody who's thinking about investing here will know the truth? Isn't it a burden to invest in a house or a business in Washtenaw County and then find out later that the county wants you to pay for their \$24 million debt?

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

Actually, studies only show what the government bureaucracy that funds the studies wants the studies to show. Professors only study and teach what their bosses allow them to study otherwise they don't get advanced and they can't provide their families with a luxurious lifestyle. The truth is that our State and Federal bureaucracies are inflating the costs of education and thereby placing a massive and inescapable financial debt on our children. With their debt our children become subservient to their government, but the university professors like it because they get big paychecks, fancy homes, and of course - prestige. Now the public schools are another matter. American 4th graders rank 12th in the world, below Australia. American 8th graders rank 28th, below Denmark. And American 12th graders rank 19th below the Czech Republic. So congratulations to the public schools -and to the teacher who collectively worship their union and their democrat party platform. Now, as a result of this supreme so-called "educational attainment" our society is sufficiently dumbed-down so that we don't realize that we don't realize that our government is progressively bleeding us dry. Does that answer the question? As for taking action, there is only one action to take. We must restore the constitutional republic. Therefore, I recommend voting against Comrad President Obamski.

4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?

Transit debate is often shadowed by ulterior special interests. High speed rail is a good example. In 1965 our nation spent 8 billion and we go absolutely zero. Yet today, it's promoted by the President Obama and the progressive socialists even though the CATO institute clearly demonstrated that busing is a far more efficient means for public transportation. And don't be spoofed by the comm. chatter. The fact is that the "jobs" that come do not pay for the project and the public debt that is issued on the project remains for ever to be paid interest only by our unborn children, even when the project's useful lifespan has ceased. So the ultimate question for a policy maker is whether or not the tax-payers benefit from public transit. Today and into the future we cannot afford the luxury of programs that are not immediately beneficial to the tax-payer because without THEIR revenue, the government is not solvent. Unfortunately, this requires a 180 reversal of liberal democrat theory, who fail to realize that about the only thing keeping this government afloat is the top 5% of income earners.

5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?

In light of the looming county debt, and the extended future of massive deficits, the county must begin to plan for privatization of infrastructure maintenance and development. The current levels are insufficient and the people of the county must be informed and prepared. The fact is that neither the county, nor the State, nor the Federal government have the resources to maintain, let alone develop infrastructure. They make promises, of course, but the projects are all financed on borrowed money. So mommy and daddy, your grandchildren will be paying taxes to fill today's pot-hole. Is that really what you want?

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

The report is out now at least in the UK, that global warming stopped 16 years ago and that the so-called models used by the environmentalists were actually "deeply flawed". So, we need to get rid of President Obama and his wacko socialist incompetence and start producing our own energy and fast. We need to recognize that DTE is not our friend. They have a government sponsored monopoly. We also need to recognize that Comrad President Obamski's skyrocketing utility rates have the worst effect on the financially poor people in our society, and they did not engage those policies for environmental reasons. They did it for an ulterior political purpose which is to terminate free enterprise. The fact is that the most important element in our environment is freedom. You will not get freedom with Obama's socialism, nor with the democrats agenda.

Candidate: John Floyd
Office Sought: Washtenaw County Commissioner - District 9
Party Affiliation: Republican

Contact Info: john_floyd@me.com, 519 Sunset Rd, Ann Arbor, MI 48103

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

Any back-office functions that can be consolidated among Washtenaw County governments, should be consolidated: Accounting, Payroll, Risk Management/Insurance, Purchasing, Human Resources. I gather that Information Technology, Public Safety Dispatch and Vehicle Maintenance have already been consolidated; perhaps the county could look at sharing court space with the City of Ann Arbor, to make fuller use of existing facilities. It may be time to look at the pros and cons of consolidating Public Safety Services. The answer may be that the cons outweigh the pros, but it might be worth finding out what exactly the answer is.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

No Response

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

While education is not a function of county government per se, the County Commissioners do have a "bully pulpit" for advocating for higher achievement, and should use it. It seems to me that helping to create awareness and support for a climate of achievement - of the importance of education - is an important role for Commissioners. In particular, seeking opportunities to speak about the personal importance of achievement, particularly at schools, to students themselves - is an important role for elected officials in all units and levels of government. Talking up teachers - not talking them down - is one part of that dynamic. Public respect for teachers matters. Talking up the use of on-line tools, such as the many free Kahn Academy videos, is another part of that dynamic. Adults in prominent local positions need to speak routinely, directly to students, about the importance of education.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

I support an incremental approach to transit growth, whether local or regional: start by responding to demonstrated needs in high-traffic corridors, such service to major employers such as the hospitals, universities or retail centers, with low-capital solutions. I am skeptical of raising taxes to fund grandiose transit projects under the premise that they will, of themselves, generate enough economic growth to justify their cost to taxpayers. Similarly, I am skeptical of the use of Tax Increment Financing ("TIF") as a transit-linked tool of economic development, even on high-use corridors. These seem largely to be ways for governments to avoid accountability and responsibility, while starving general government functions (road repair, education, safety services, solid waste, etc.) of tax revenue, diverting tax revenue to favored constituents, and creating

yet another layer of government bureaucracy to be supported via taxes. Pairing TIF with transit does not fix TIF's many defects.

5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?

I think individual capital projects needs to be evaluated on their own merits, and against the other possible uses of the tax revenues proposed to be spent on them (allowing taxpayers to keep their own money should be one of the possible "uses" considered for taxes). The county will never have enough money to pay for a bad investment. All structures eventually wear out, and many/most - but not all - need replacing when they do; population growth may require, for example, new or larger bridges; technical advances may make a new investment (e.g. computers, or new road construction materials or techniques) cheaper than maintaining some existing capital item. The public may want services that require a new investment (e.g. on-line records look-up, tax payments, bus service etc.). The cost of new infrastructure may be reductions in safety services, animal welfare services, poverty relief, or new taxes. I'm not certain it is possible to make rational blanket statements about whether "the current levels of investment" are too low, or too high. Costs and benefits are project-specific.

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

We all are concerned about the cost of energy, and all want to do our part to keep energy prices stable and affordable. Energy conservation is generally the fastest way to lower our energy costs. Web-based services often use less energy than traditional service delivery methods. The county should also take the same common-sense approaches to energy conservation that homeowners take: insulate buildings, use efficient heating, cooling and lighting technology, use high MPG equipment, minimize driving when and where that makes sense. When alternative energy is competitive, we should use it. We also all know that energy prices generally are determined in international markets, rather than by the Washtenaw County Commissioners. National energy policy is established in forums designed to address national issues, like the executive and legislative branches of the federal government. I think that county government should focus on issues that are within its purview. County government should make sure that the jail is well-run, that the roads are plowed in winter, and that social service funds get where they need to go. Delivering services in an energy-efficient manner is part of good county government, and should be encouraged.

Ann Arbor City Council

Candidate: Sally Hart Petersen
Office Sought: Ann Arbor City Council - Ward 2
Party Affiliation: Democratic
Contact Info: timsally@comcast.net, 2976 Hickory Lane Ann Arbor, MI 48104

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

The City of Ann Arbor has already made significant reductions in staff in the last several years. The question is whether the citizens of Ann Arbor are experiencing a reduction in quality of services as a result. Measuring resident satisfaction with basic city services is the first step toward understanding and ensuring the City works well for its tax paying residents. Such an assessment would identify areas of service in need of operational efficiency whether through expansion or consolidation. Balancing operational efficiencies with quality of service will help ensure our City's long term vitality and growth.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

I would like to see the City of Ann Arbor become fertile ground for the birth and growth of small companies and start-ups. However, commercial property needs to be more affordable for these companies. Creating industrial zones, as in the case with Barracuda Industries, is a step in the right direction.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

Ann Arbor's economic engine is powered by education and healthcare so educational attainment and economic growth are inextricably linked. The University of Michigan, Ann Arbor Public Schools and the City of Ann Arbor all hold the education and well-being of our residents in high esteem. These three entities should and do collaborate. For example, U of M's Project Healthy Schools promotes nutrition education in several AAPS Middle Schools. The quality of our local education is a critical factor in attracting companies and the City should pursue industries which support our local educational and health care economy, such as technology, research, and medical device companies. Creative collaboration between AAPS, U of M and the City will foster economic vitality throughout the region.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

The City of Ann Arbor should proceed with caution in its efforts to regionalize AATA. While I support the concept of enabling more people to come to downtown Ann Arbor without needing to park, there are few concerns I have with the current model. First, the current hub and spoke model makes it inefficient for residents who want to get anywhere other than downtown. Second, the cost per bus service hour for the AATA (\$110 per hour) roughly twice than that for the University, (about \$55 per hour) which is considered the gold standard. If the City wants to expand service, we should make sure it is serving the needs of its customers in a cost-efficient way. I wouldn't want to expand a model this isn't working as well as it could on a local scale. I'd also want to know more about the intended new passenger base, what their transportation needs are, and what is their tolerance for fares.

5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?

Again, we need to better understand how well the City of Ann Arbor works for its residents, from the residents' perspective. Undertaking a resident customer satisfaction study will illuminate areas for increased or decreased investment. Hearing from our residents what areas of infrastructure are most important to them will help the City target appropriate investment. The objective is to increase resident satisfaction over time, which in turn would increase use of city services (revenue) and more importantly trust in our local government.

6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?

We need to start planning now to carve out funding for 15% renewable energy by 2015 and 25% by 2025. For example, DTE provides "GreenCurrents" to its consumers. While consumers pay more to demand renewable energy, it puts pressure on the utility companies to use renewable resources. The City should demand renewable energy from its providers, but until renewable energy is the norm, the City should expect to pay more for it - it will literally takes more green (\$\$) to go green!

Candidate: Margie Teall (Incumbent)
Office Sought: Ann Arbor City Council – Ward 4
Party Affiliation: Democratic
Contact Info: margieteall@hotmail.com, 1208 Brooklyn Ave. Ann Arbor, MI 48104

1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?

I have worked for the last 10 years to make Ann Arbor's government more efficient through re-organizing the structure of our staff, making smart hiring choices that take efficiencies into account, and by making sound decisions when I have been on either the Labor or Budget committees. As always, our annual budget process makes it possible for us to consider costs while maintaining the core City services that we all value. I will continue to look for efficiencies, as well as cost-effective regional options as we move forward.

2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?

Not at this time. I think the model established by Business Improvement Districts can help many businesses that might feel that any local regulations are overly burdensome, and hope more areas look at this as an option.

- 3) **Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

No Response

- 4) **Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

I have and I will continue to support a broader regional transit system, as well as efforts to establish a more efficient rail system into Ann Arbor. I also supported the Connector Study. I feel this is vitally important to bringing more business to the area, to help already established businesses, and to improve local traffic.

- 5) **At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

I support and have supported each step we have taken to improve our infrastructure, both in terms of storm water infrastructure, and in transportation, most notably working with State and Federal officials to secure funding for the Stadium (Ann Arbor) Bridges.

- 6) **As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

No Response

Candidate: Stuart Berry
Office Sought: Ann Arbor City Council – Ward 5
Party Affiliation: Republican
Contact Info: berryward5@hotmail.com, 2252 S Circle Dr Ann Arbor

- 1) **What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

Ann Arbor City Council devotes little time to examining the functioning of basic services. Improvements in efficiency can often be found by talking with the employees actually doing the work. I have also have a good eye for finding cost savings and maintaining services.

- 2) **Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

As the City strives to expand its reach and the number of services it provides it must find revenue to finance the expansions. Imposing new fees on business is often seen as an easier revenue source than on homeowners. Ann Arbor often makes state and federal regulations more stringent. I oppose expansion of city services and more

stringent regulations. I endorse controlling spending and a policy of no additional taxes. Business can then better plan for day-to-day operations and expansions.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

Education is ultimately a hard, personal journey in that each of us must put in the work to learn a discipline. I have 2 degrees from Wayne State. I endorse formal education, but depending on the individual, that may be anywhere from a trade school to a doctorate program. A strong economy has opportunities for whatever level has been attained. Continuing education is vital for all of us as the economy evolves. For the position I seek, leading by example is the best course.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

Few people I have spoken with endorse the publicly funded transit options currently discussed. Even fewer say they would use the services as presented. I view the options mainly as an expansion of government. If the service is truly needed and wanted then a private company will step up and fill that need. I would not want to see empty buses running to all parts of the county.

- 5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

Infrastructure development is one of the basic services of a government. Most of Ann Arbor has been developed. Spending should be devoted to maintaining current resources and replacing them as needed. Poor infrastructure burdens people in time lost or damage to person property. Investment needs to be sufficient to meet the need, but the stated need and the costs must be examined to determine their relevance and appropriateness.

- 6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

The American economy runs on energy. We need to encourage state and national figures to establish policies that provide stable and affordable energy. I work in the environmental field. I know the importance of protecting our home, our environment. I also know the burden of over regulation that imposes time and costs on business but does nothing to protect our environment. Strong, common sense environmental laws are a requirement.

Candidate: Chuck Warpehoski
Office Sought: Ann Arbor City Council - Ward 5
Party Affiliation: Democratic
Contact Info: chuck@voteforchuck.org, 2020 Winewood Ann Arbor, MI 48103

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

The City of Ann Arbor has already initiated several positive collaboration efforts. It has coordinated dispatch services with the County, combined community development efforts with the County, and currently collaborates on human service issues through the Urban County effort. I would look for additional ways to support such collaboration. For example, the City just awarded a contract for bridge inspection. Are there opportunities for cost savings if such efforts were coordinated among local governments throughout the county? I also support looking for ways to capture unused revenue streams. For example, when the city needs to remove street and park trees, could the lumber-grade trees be sold to local millers?

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

I have heard business and homeowners express frustrations at inconsistencies in the city's inspection process. Building code serves an important function to protect public safety, and the goal of code enforcement should be to help property owners conform to code and provide a safe facility. These goals are best met when code is interpreted consistently so that people making improvements to their property know what to expect. Furthermore, the approach of an inspector should be that of a facilitator to help the property owner meet code. As I understand, there have been improvements on these concerns recently, but more could be done.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

City Council has little direct impact over our public school system or higher educational institutions. Two areas that the City has helped are through funding and transportation. Ann Arbor's participation in the coordinated funding system with the County, United Way, and Ann Arbor Area Community Foundation is not only a positive example of intergovernmental collaboration and public-private partnership, it is also a way to ensure that children receive services to support their academic success from birth through high school. Second, as local school districts have struggled under funding cuts, the Ann Arbor Transit Authority (AATA) has helped relieve some of the stresses on the system by supporting bus service for some high school students. The AATA is funded through an Ann Arbor charter millage and its board is appointed by the Mayor and City Council. The coordinated funding and transportation partnership are ways that the city helps ensure that students have access to school and the support services necessary to succeed academically.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

I support the creation of a countywide transit authority and asking voters to decide on a regional revenue stream (property tax or, if allowed by the State, motor vehicle

registration fee) to help fund improved service. I believe that such service will help free up downtown parking for visitors and customers; provide opportunities for people who cannot drive due to age, poverty, disability or other factors; and will help seniors and people with disabilities maintain their independence. While Ann Arbor remains the economic center, we live in an increasingly regional economic system, as evidenced by the large number of people traveling into and out of Ann Arbor for shopping, employment, and entertainment. We need regional frameworks for meeting these regional needs.

- 5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

As a city and a nation we need to continue to reinvest in infrastructure. Much of our built infrastructure was created in the post-WWII building boom, and it is showing its age. We need to look for continued opportunities to invest in our roads, bridges, water, sewer, and storm water systems. The challenge, of course, is finding the revenue to fund these investments. Such funding is a partnership between the city, state, and federal governments and, at times, the property owner.

- 6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

Energy costs are important, and utility rates are regulated at the state and federal level. Locally, I support the City of Ann Arbor's efforts to help businesses access grants and financing to invest in sustainable energy systems. For example, the city's PACE program helps commercial property owners fund sustainable energy investments through assessments. Innovative practices such as this are the best way the City can support local businesses' efforts to access affordable and renewable energy.

Ypsilanti City Council

Candidate: Lois E. Allen-Richardson (Incumbent)
Office Sought: Ypsilanti City Council – Ward 1
Party Affiliation: Democratic
Contact Info: loiserich@hotmail.com

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

I have and will continue to support Regionalism in our area, that includes transportation and public services wherever possible.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

No Response

- 3) **Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

No Response

- 4) **Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

No Response

- 5) **At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

No Response

- 6) **As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

No Response

Superior Township

Contact: William McFarlane
Office Sought: Superior Township Supervisor
Party Affiliation: Democratic
Contact Info: williammcfarlane@superior-twp.org

- 1) **What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

Superior Township has collaborated with Ann Arbor Township on the use of the Sheriff Department contracted deputies. Superior Township also has separate agreements with an apartment complex and Hospital to help pay the cost of two deputies. In addition Ann Arbor Township and Superior Township have an automatic response agreement for the fire service responses.

- 2) **Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

I do not believe we have burdensome regulations. In fact we promote the development for the areas that are zoned. A good example is the Hyundai Research and

Development complex where we created an LDFA to help with a Tiffa for an electrical problem.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

No Response

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

No Response

- 5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

No Response

- 6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

No Response

Candidate: David Phillips (Incumbent)
Office Sought: Superior Township - Clerk
Party Affiliation: Democratic
Contact Info: cherryhill7777@aol.com

- 1) What actions will you take (at the level of government you seek) to make government more efficient? In what areas do you see the possibility for increased consolidation, either of services or governmental units?**

I will continually monitor costs and services to make sure that taxpayers' dollars are being spent wisely. Superior Township already collaborates with neighboring communities for police and fire services. Further collaboration of public safety services should be examined and evaluated.

- 2) Are there regulations (at the level of government you seek) that you can identify as overly burdensome on small businesses? If so, how do you propose to address this dynamic and if not, why not?**

The planning approval process can be difficult and expensive for some small businesses. Superior Township has already taken steps to improve this process. I would continue to review and evaluate the planning process to make it fair and efficient while preserving the benefits of the planning review process.

- 3) Studies have shown the connections between individual levels of educational attainment and overall economic growth and success. What actions will you take in support of broadening educational access and effectiveness, leading to economic growth for our region?**

I would attempt to maintain communication between the officials and leaders of the local school district, Washtenaw Community College, Eastern Michigan University and other educational groups in order to facilitate any cooperation between us that would benefit the educational process of our residents.

- 4) Transit has been recently debated at various levels of government throughout our region. What transit policies will you pursue or oppose in the office you seek?**

For many years, Superior Township has helped to subsidize a bus route into the southern portion of our community. I would work to maintain this service and would be receptive to adding additional service on a limited, trial basis.

- 5) At the level of office you seek, what actions should government take or not take in terms of infrastructure development? Do you believe that the current levels of investment are sufficient, insufficient or excessive?**

Superior Township's direct involvement with infrastructure relates mainly to local roads and public water and sewer. We have spent enough general fund dollars on local roads to bring them into good shape. Our public water and sewer system is also in good shape. I believe we the current levels of investment are sufficient.

- 6) As energy costs increase along with environmental concerns, what policies have you proposed and what policies should we pursue at the national, state or local level to ensure that businesses have affordable and stable energy costs that balance environmental impacts?**

We completed an energy audit on several of Superior Township's buildings. We then installed upgraded lighting, insulation, furnaces and other energy efficient devices. We obtained considerable energy savings. I would attempt to do more energy audits and energy conservation measures.