

# DOUG DUNCAN FOR MONTGOMERY COUNTY EXECUTIVE: LEADERSHIP IN ACTION

---

---

---



# TABLE OF CONTENTS

---

---

---

MY LEADERSHIP AGENDA .....	3
EDUCATION .....	5
JOB CREATION .....	8
INFRASTRUCTURE .....	12
ENVIRONMENT .....	16
QUALITY OF LIFE .....	18
GOOD GOVERNANCE .....	22
DOUG DUNCAN’S PLAN FOR MONTGOMERY COUNTY .....	25
DOUG DUNCAN’S BIO .....	29



# MY LEADERSHIP AGENDA



Montgomery County is facing many challenges at this critical juncture: Our job growth is no longer leading the region or state, schools are facing more challenges but have fewer resources, and projects like the Silver Spring Transit Center are seeing massive delays and cost overruns. It seems that instead of leading the way forward, we're just drifting. That's why we need a proven leader with the vision to make Montgomery County work again.

There isn't a clear strategy from our county's politicians to move Montgomery forward. There is no question that we need real leadership. The decisions we make today will decide Montgomery County's course over the next 10, 20, and even 50 years. We need a leader to set clear priorities, get our economy moving again and make the critical investments to provide a better future for our children and grandchildren. That is why I am running to be your County Executive. As County Executive I will:

- Restore excellence in education
- Create jobs and spur economic growth
- Expand and fix our infrastructure
- Get the Silver Spring Transit Center safely open
- Restore trust in county government
- Reform taxes and streamline County services to provide an efficient and effective government
- Protect our county's environment and create more open space
- Improve the quality of life for everyone

These are my priorities to make Montgomery County work again, and with leadership I know we can achieve big things. We've done it before; my record shows that. Together, we revitalized Downtown Silver Spring, built the Music Center at Strathmore, renovated Glen Echo Park, preserved more open space and farmland than any other county in the country, secured record amounts of additional State funding and transformed a bedroom suburb into the economic and cultural engine for the state. I know what it takes to lead this county forward and accomplish big things.

This is my Leadership Agenda of what I will do as your next County Executive. Think of it as my contract with you, the residents of Montgomery County. Hold me accountable for implementing this Leadership Agenda. Every year I will present, along with my State of the County address, an update on progress made on each and every one of these leadership action items. Politicians' words are only as good as their actions, so by providing this Leadership Agenda, I am asking you to use it to hold me accountable.

I look forward to talking with residents like yourself and hope that I have the chance to prove that we can accomplish a lot to make Montgomery County work again.







# EDUCATION

# EDUCATION

Schools are the lifeblood of Montgomery County and define who we are. When you have better schools, everything is better — better jobs, safer neighborhoods and a better quality of life. Unfortunately, our public schools are slipping: the classrooms are more crowded than ever and the minority achievement gap is widening. Education is and always will be my number one priority. Montgomery County needs a leader dedicated to reinvesting in our education system both for adults and children. We need a leader who will work together with our school leaders to ensure that all of our students are receiving a world class education. We need a leader who can make sure we are getting our fair share from Annapolis, something we did successfully when I was County Executive. We must work with Montgomery College and others to provide affordable opportunities to learn the technical skills necessary for today's economy and get people back to work. We must also enhance our post-graduate opportunities to expand our technology education footprint. I will make sure we once again provide the resources for educational opportunities so that each of our students, no matter their age, ethnicity or economic standing, can succeed in a safe environment. Any other alternative is unacceptable.

## SCHOOL CONSTRUCTION

Montgomery County needs a leader who will stand up and put our children's education first to ensure all our students get the best education possible and the opportunity to succeed. Our school population has been growing at unprecedented rates for years now, and we are not prepared for it. We need a leader who can successfully fight for our schools in Annapolis. We need a leader with the foresight to plan our school construction budget so we do not borrow more than we should. We need a leader who makes their presence felt in Annapolis to ensure we are getting our fair share from the state budget and holding the Governor accountable if we do not. I have done it before and I will do it again.

## ACHIEVEMENT GAP

The Minority Achievement Gap, which compares the performance differences between white, Asian and higher income students to black, Hispanic, and lower income students in Montgomery County schools is now widening. This widening gap is unacceptable, especially in a majority-minority County, where the majority of first grade students are Hispanic. If we do not begin to reverse this gap, the ripple effects will be disastrous and begin to unearth the roots that make our diverse County so strong. When I was County Executive, we were closing the achievement gap. I will do it again by working together with our school leaders and other county departments by ensuring they have the funding necessary to accomplish their plan to narrow and close the gap.

# EDUCATION

## **SCHOOL RESOURCE OFFICERS AND LINKAGES TO LEARNING**

Making sure our children get the best education starts with providing a safe and accepting environment. Montgomery County needs a school resource officer in every high school cluster, and we must begin to introduce them into Middle Schools where they will work together with school administrators as well as the community. We must also expand our Linkages to Learning program in order to be proactive in safeguarding our children. We have seen too many tragedies across the nation to not take this dual approach to safeguarding our students more seriously.

## **VIABLE WORKFORCE FOR TOMORROW**

By coordinating efforts with Montgomery College, The Universities at Shady Grove, The Gilchrist Center for Cultural Diversity and the Department of Economic Development, Montgomery County can become a national leader in providing our residents with the educational opportunities necessary to succeed in today's economy. We need to get people back to work and provide them with affordable opportunities to learn the skills necessary for this economy. We must realize to the fullest potential the incredible assets we have in our County and utilize them.

## **HIGHER EDUCATION INSTITUTE**

Montgomery County needs to take its higher education opportunities to a higher level. We need an applied sciences graduate research center, and I will issue a challenge to top institutions from around the world to propose a new or expanded applied sciences campus in Montgomery County. We will offer County-owned land, a seed investment of County capital, and the full support of my administration in making this project a reality. Historically, NIH has been our research institute, and it is time we dramatically expand our capacity in the applied sciences to maintain our global competitiveness and create jobs. This campus would not only enrich the County's existing research capabilities, but also lead to innovative ideas that can be commercialized, catalyzing hundreds of spinoff companies and increasing the probability that the next high growth company will emerge in Montgomery County. New York City started moving in this direction with their own applied sciences challenge, and President Obama announced in his State of the Union his intention to support connecting "businesses to research universities that can help America lead the world in advanced technologies." I want to lead the charge to seize upon this opportunity for Montgomery County.



---

---

# JOB CREATION





# JOB CREATION

Montgomery County will once again become an economic engine if we pursue a proactive, progressive “jobs now” strategy focusing on the Innovation Economy to spur high quality job creation, placing an emphasis on knowledge, technology, entrepreneurship and innovation. If we want to grow our economy and generate the tax revenue to fund our schools and ensure a high quality of life, we have to create new jobs.

At the same time, we must work with our County’s existing businesses, particularly small businesses, to ensure they are given every opportunity to succeed and grow.

I have done this before, having helped in creating more than 85,000 jobs, revitalizing downtown Silver Spring, creating a business incubator system and making Montgomery County open for business.

Montgomery County needs to create more jobs and get our community working again. Data from the Bureau of Labor Statistics indicate that Montgomery County is in a jobless recovery, having lost more than 13,000 jobs since July of 2013. In addition, since 2007, Montgomery County has created just over 7,000 jobs, while Fairfax and DC have created more than 85,000 jobs during that same period. Even Anne Arundel, Prince George’s, Howard and Baltimore County have created more jobs than we have.

We must create jobs to empower all our residents, no matter how impoverished, providing opportunity and mobility to move up the ladder of socioeconomic progress, which benefits the entire County. More jobs mean a larger tax base from which to draw for the restoration and expansion of our services, whether it’s public transit services, library hours, language programs, or special needs funding.

Our biggest opportunities to create jobs come from modernizing Montgomery County to attract economic growth and becoming forward thinking in how we conduct business in Montgomery County. Modernizing Montgomery County includes supporting community growth such as revitalizing Wheaton and downtown Clarksburg and expanding express lanes on I-270. My well-defined, purposeful vision and cohesive plan of action will make these infrastructure improvements a reality.

Modernizing Montgomery County also means enacting what I’m calling the Millennial Montgomery Plan, which creates an entire entrepreneurial ecosystem and healthy environment where small businesses and tech-startups can thrive and grow, creating more jobs and a stronger economy. My Millennial Montgomery Plan also provides residents with the opportunity to access gigabit Internet speeds, an important infrastructure development to ensure a steady economic future for Montgomery County.

Our economic future depends also on being forward-thinking with respect to our agricultural economy, and I will create an Agricultural Reserve Ombudsman to help us fully realize the potential of our agricultural capabilities. Our economic future will also be secured with the reestablishment of Montgomery County as a business friendly community through reform of our taxes and fees, for businesses and residents, so the services we receive match the fees we pay. We will be open to and for business on day one of my administration.

# JOB CREATION

## REVITALIZE WHEATON AND DOWNTOWN CLARKSBURG

When I first took office, downtown Silver Spring was a striking symbol of the eventual effects of urban neglect and decline. Today, through leadership, hard work and listening to the input of its residents, it is a national model for urban renewal and redevelopment. Looking at the changing landscape of Montgomery County, I believe Montgomery County must focus its efforts on revitalizing downtown Wheaton and bring a flourishing downtown to Clarksburg. As County Executive, I promise to work together with the residents of Wheaton and help them realize a downtown that they want, with a town square and vibrant small businesses and ethnic restaurants that make it such a jewel to Montgomery County. In addition to that, Clarksburg has been promised a lively downtown since development started there; it is time we lived up to that promise and gave them what they desire and deserve.

## MILLENNIAL MONTGOMERY

Millennials, those aged from their early 20s to early 30s, are becoming an influential factor in the workforce and thus an important part of our future. Keeping our bars open later is not the solution to attract this important sector of our community, who are bypassing our county for better opportunities in DC and Northern Virginia. Montgomery County needs to create an ecosystem to attract them and it starts with jobs, transit and livable communities. In 1999, when I previously served as County Executive, I created the County's Business Incubator Network, a cluster of incubators located throughout the county to help young companies realize their potential. Over the past 8 years, while other jurisdictions all over the country have embraced similar policies, Montgomery County has enacted plans to shrink its entrepreneurial footprint, particularly in biotech, evicting nearly 40 startups from our incubators this year alone. We cannot let this continue to happen. I will expand our county's incubator system, augmenting it to create partnerships with private business. This will help cultivate a diverse and sustainable economy in order to attract companies to not only relocate here, but also create and keep their companies here. Montgomery County has the assets to make that happen. It is time we utilize them to open the door for these young, promising businesses — it is not too late.

# JOB CREATION

## TAX REFORM

I commit to doing a strategic, competitive analysis of all the County's taxes, fees and regulations as compared to other jurisdictions in the region and state. Our residents will see relief from some of the highest and most regressive taxes and fees in our region. We need to stop thinking regressively and start acting progressively. Over the last 8 years, we have paid more in taxes and seen our services cut. Not only are we paying more, the taxes that have been enacted and the services that have been cut have hit working families the hardest; whether it has been dramatically increasing the energy tax on residents, slashing the local earned income tax supplement which helps the working poor, or cutting public transit services. It is time we begin again to create a sense of opportunity and upward mobility for those who work hard and play by the rules. We must do a better job investing our tax dollars wisely instead of squandering them without any guiding strategy, and we can once again be a leader in job growth.

### **We must implement policies like the following:**

- Reverse the broken promise by County leadership and sunset the energy tax increase; and
- Repair the broken Department of Permitting Services, which will lead to reduced permitting fees for residents and businesses; and
- Provide tax and other incentives to entrepreneurs to locate and grow their businesses in Montgomery County.

## PERMITTING SERVICES

We need a Department of Permitting Services that is friendly, responsive, timely and cost efficient. But today, the Department of Permitting Services is broken. We are overcharging for permits and not clearly laying out what residents and businesses need to do to get them. Even the County Executive said himself that, "the development process is complicated and fragmented, redundant and expensive." We need to embrace technology upgrades that will allow more residents and businesses to get the information and permits they need quickly. Our goal ought to be to maintain high standards in the process, without all the uncertainty and delays. I guarantee that upon being elected, we will fix the Department of Permitting services, and restore its mission of providing the highest quality of service.



# INFRASTRUCTURE





# INFRASTRUCTURE

It is time for Montgomery County to invest in the infrastructure for tomorrow. We need an “all of the above” approach to create 21st century infrastructure for transportation, energy, communications, and education and we must do a better job of utilizing public- private-partnership opportunities to help. We can accomplish this by completing and upgrading some of the projects we have now in place, as well as establishing some major new ones.

## **We must implement projects like the following:**

### **INVEST IN COST-EFFECTIVE, MULTI-MODAL TRANSPORTATION SOLUTIONS**

We need to invest in modern, comprehensive solutions for all modes of travel — bus and light-rail transit, roads, sidewalks and bike trails and more. We need leadership and vision to get some big things done, and we need to think outside the box to create state-of-the-art telework centers and better integrated transit, road, pedestrian and bike networks to better serve our communities. It takes an “all of the above” approach to seriously cut congestion and support job growth in our region.

### **BUILD MULTI-MODAL EXPRESS LANES ON I-270**

Montgomery County must capitalize on new Public Private Partnership opportunities in the state of Maryland, to expand lane capacity and alleviate growing congestion in the I-270 corridor by adding new express lanes with enhanced regional bus-rapid-transit service. This is part of a comprehensive, forward-looking vision for the I-270 corridor that also includes the Corridor Cities Transitway for linking key activities centers from Shady Grove to Clarksburg. Revenue from the new express lanes can help finance expanded transit service, leveraging private-sector dollars for the construction costs instead of tax dollars. Studies show this approach would provide dramatic, lasting, traffic relief right where we need it most.

### **ACHIEVE GIGABIT INTERNET CAPABILITIES TO ALLOW FOR 100X FASTER INTERNET SPEEDS**

Montgomery County must work with the Internet service providers in our County to achieve gigabit Internet speeds (100x faster than average speed) for the benefit of its residents and the competitiveness of its businesses. Many other cities across the country, like Kansas City, Chattanooga and Burlington, have already implemented gigabit Internet speeds, and I know that we can do it here in Montgomery County. Having gigabit Internet speeds available will make Montgomery County a regional leader in technology and will enhance our development on many fronts. It will enhance development economically, educationally, environmentally, and will improve healthcare, energy, public safety, government and civic engagement performance.

### **COMPLETE COMPREHENSIVE BIKE TRANSPORTATION SYSTEM**

I want to initiate a Cycle Montgomery Plan of setting goals for miles of protected bike infrastructure, including cycle tracks, buffered bike lanes and off road trails. We need to quickly complete the Metropolitan Branch Trail, the ICC bike facilities, and remaking the roads in Bethesda, Friendship Heights, Silver Spring and Takoma Park. This will ensure the success of bikeshare.

# INFRASTRUCTURE

## We must improve existing services like:

### SILVER SPRING TRANSIT CENTER

Years of delays and millions of dollars over budget, the Silver Spring Transit Center is an eyesore for the Silver Spring community and the County. Together, we worked to revitalize and reverse the blight that had plagued Silver Spring for decades. When elected, we will work together again to fix and safely open the center. On my first day in office, I will convene a meeting to establish a plan to finally resolve the issues that have plagued the Silver Spring Transit Center. Our current Executive and Council have not acted. I will provide weekly public updates on our progress. Montgomery County residents deserve better — better management and transparency from the Executive and better oversight from the Council to hold people accountable and demand results. I promise to do that, I have done it before and will do it again.

### RIDE ON

We need to look at our already established bus system — Ride On — to make sure that it is as efficient and effective as it can be in helping transport people all over the County, particularly upcounty where it is the only public transit option. All Montgomery County residents deserve a reliable source of public transit, and anything less means we are failing to serve the public. We must take a hard look at the current route system and determine how we can make it more effective as well as energy efficient.

### METRO

It seems every other morning the Washington Post sends out alerts regarding delays on the Metro in Montgomery County. If Montgomery County hopes to reduce congestion on the roads, we need reliable forms of public transportation, particularly Metro's Red Line. Montgomery County needs an executive who will work together with WMATA while also holding them accountable for substandard performance, and who will be an outspoken advocate for making sure the needs of Montgomery County Metro commuters are being met.

# INFRASTRUCTURE

## We must implement services like:

### **BUS RAPID TRANSIT**

Montgomery County Council recently approved a Bus Rapid Transit (BRT) plan throughout different parts of the county to help alleviate congestion by providing another affordable and reliable way for people to get around the County. I support the BRT, and would like to see the suggested routes for the Greater Seneca Science Center and the White Flint area built before moving forward with other proposed corridors, as this is where the ridership demand and potential to leverage private sector investment and job growth is greatest. We must see how it works in these priority areas first, and establish whether or not it will be efficient and effective elsewhere in reducing congestion and getting people to where they want to go in a timely and cost-effective manner.

### **PURPLE LINE**

I have long supported the concept of the Purple Line, including both an earlier alternative route that ran outside the beltway and the current route inside the beltway. This project is critical in providing access to closer-in communities from Bethesda to Silver Spring and beyond, and it has my full support. We must work together with the state to pursue and secure federal and private funding to begin construction on the purple line. In doing that, we must ensure that we maintain the quality of the Capital Crescent Trail and work with the businesses and residents it will affect.

---

---

# ENVIRONMENT





# ENVIRONMENT

## CARBON FOOTPRINT

I commit to lowering Montgomery County's carbon footprint and County Government will lead the way by reducing the carbon emissions of county facilities and its fleet of public transportation vehicles. In 2009, Montgomery County enacted a Climate Protection Plan with a goal to lower our carbon footprint. Unfortunately, our carbon footprint has increased since then and the working group formed to oversee it no longer even exists. If we want to enact real change toward lowering our Carbon Footprint, we need a leader committed to this goal and a government that will lead by example. All County facilities, starting with the County Executive Office Building, will be reviewed for feasibility to retrofit, including LEED certification, the installation and maintenance of green roofs, the use of pervious concrete or other pervious materials for sidewalks, parking lots and more. We will lower our carbon footprint and reduce other environmental impacts in Montgomery County by focusing on measurable, scalable, and economically sound approaches.

## AGRICULTURAL RESERVE

I want Montgomery County to lead again in setting aside farmland and open space, as we were during my previous terms as County Executive. I want Montgomery County to get to at least 100,000 preserved acres as well as grow its ability to boost our economy.

### ■ PRESERVATION

The Reserve was a creative and prescient program when initiated and its value is even more important today. In addition to working with the Preservation Foundation and other agencies to increase and maintain the integrity of the Reserve, we should develop strong partnerships with nonprofit entities that are interested in agricultural preservation.

### ■ AGRICULTURAL IMPORTANCE

I want to create an Agricultural Reserve Ombudsman position reporting to the County Executive to work with our communities in the Agricultural Reserve. He or she will make sure that our residents in the northern part of the County have a place at my table to ensure their needs, educationally, economically and otherwise are being heard and acted on. This includes farmers to strengthen our agricultural economy and make it a leader regionally, statewide and nationally. The ombudsman will also directly connect the agricultural community with our urban and suburban communities to strengthen public support and develop an agricultural concordance among our urban and suburban businesses and residents.

## RECYCLING PERMIT

Along with revamping our Department of Permitting Services to make it more efficient, effective, and affordable, I want to implement a building recycling plan permit. Similar to how builders or contractors submit building plans to obtain permits for new construction or additions, they also now would be required to include plans for the recycling of their construction materials in order to be given a permit. The recycling plan permit will not further slow the permitting process, but will be part of the complete overhaul of the permitting process to ensure the proper disposal of construction materials so as to preserve and enhance our environment.

---

---

# QUALITY OF LIFE



# QUALITY OF LIFE

## POVERTY

Poverty in Montgomery County is at a historical high. Montgomery County Public Schools have more kids on the free and reduced meals plan (FARMs) than the entire school population of Washington D.C. This is unacceptable, and only highlights the growing chasm of inequality and the emergence of “two Montgomerys.” We cannot continue to let this happen, and we must re-commit to eliminating poverty. We will focus on creating jobs and investing resources in the areas with the most abject poverty first. We will provide the resources for our poorer residents to not only get on their feet, but independently stay on their feet with the right skills to find good jobs that can help them climb the social and economic ladder toward opportunity and success. Working together with strong leadership, we can eradicate poverty by providing the opportunity of meaningful employment for all in Montgomery County.

## AFFORDABLE HOUSING

One of the reasons I first ran for public office was because I could not afford to live in Rockville, the city I was born and raised in. I thought the government could and needed to do more and worked hard as County Executive to preserve and create 36,000 affordable housing units and to require more units per new development than any other jurisdiction in the country. I also worked to make it more affordable to live here by creating the Local Earned Income Tax Credit. Montgomery County provides an excellent quality of life, and is an attractive place to move to, live in and raise your children in, however that also means it can be an expensive place to live. We can and must do more to make this county more affordable for people with good jobs here in our community to live. Whether for the impoverished amongst us, seniors retiring or Millennials entering the workforce, increasing housing affordability will be central to achieving a sustainable, economically vibrant county.

## SPECIAL NEEDS

Children and Adults with Special Needs are an increasingly important issue not only in Montgomery County but nationwide and I want to address the issue head on. I will create a Special Needs Task Force upon being elected to discuss the priorities of this population as they relate to transitioning, education, jobs, housing and transportation in order to improve, strengthen and expand opportunities, programs and services for people of all ages with special needs.

# QUALITY OF LIFE

## MENTAL HEALTH

Mental Health and what we can do to help those who are mentally ill is something I care deeply about and affects my family and me personally. Having been diagnosed with major depression back in 2006, I also first-hand understand the benefits of recognizing the illness and seeking treatment for it. It is because of that and the support of my family and many around me that I can proudly say I am alive today and healthier than I have been in a long time. Getting help works and saves lives and I promise to ensure that getting access to that help is improved. Mental Illness, particularly among the youth, has led to too many tragic events. I plan to ensure Montgomery County is providing the funding necessary to have the resources available to help the mentally ill, especially in our schools. Mental health and substance abuse are shared state, federal and local responsibilities. While ensuring that services are appropriately funded, I will also see that local leadership fosters creativity and cooperation among health professionals, police and courts, community groups and family members to make systemic improvements to identify and offer services to those in distress. Science today has found many ways to help the mentally ill, and it is time we started dealing with this issue head on and provide the ability for those who want help to get it.

## ACTIVE AGING

There is one thing everyone in Montgomery County has in common: we are all getting older. While I appreciate the County's "Senior Agenda" as a first step, we need a more substantial plan to make sure that Montgomery County is doing its utmost to become a senior-friendly county. We must become an inclusive and accessible county that promotes active aging. I want to follow the examples of a growing number of cities and counties across the nation and join the World Health Organization's Network of Age-Friendly communities in order to better meet the needs of our aging population. We can accomplish this goal by optimizing opportunities for health, participation, and security for our older residents to enhance their quality of life as they age. We must enhance our efforts to educate and communicate to both seniors and their adult children on all the benefits Montgomery County provides to its older residents so they can take advantage of them. Communities throughout the region are already beginning to adjust themselves as senior friendly, by creating "villages" that allow older adults to remain in their communities, give members a voice in the types of services provided and when and how they are provided, encourage volunteerism, reduce isolation, and create a sense of community among members. The County should engage further with them, as well as all the other senior communities to form a partnership and help spread the word on benefits available. Through stronger leadership, we will also work with state leaders to address how state tax policies are impacting seniors and their ability to retire here compared to other jurisdictions.



# QUALITY OF LIFE

## **STRENGTHENING AND SAFEGUARDING OUR COMMUNITY CONNECTIONS**

Montgomery County must do more to take proactive steps to prevent crimes from happening in our communities throughout the County. We must also further improve collaborations between victim advocates and human service providers and law enforcement and justice system agencies to ensure that victims and their families are treated with respect and receive the services they need. While County police currently do intervention tactics these are mostly reactive approaches for identifying potential or actual criminal behaviors. We must increase our community policing efforts to help prevent crimes from occurring in the first place. Effective community policing requires sufficient attention to community needs with resources that allow for connecting at the neighborhood level. As County Executive I will make it my priority to ensure that our community outreach programs are proactively working with the community to make deep connections and prevent incidents from happening before they occur.

## **DIVERSITY**

Montgomery County is a great place, and a big part of that is our diverse community. My father came to this country, like many of our current residents, as a teenager not speaking a word of English. After serving in WWII and at the NSA, he became an ESOL teacher in our County's school system. Growing up with 12 brothers and sisters, I saw first hand the challenges immigrants faced, and the benefits a great education and teacher provided them. Through my career in public service, I have tried to emulate my father's example and provide opportunity to anyone willing to succeed. When previously County Executive as we were being reshaped by immigration and shifting demographics, we welcomed the change to successfully improve our schools and services while growing jobs, making Montgomery County an even more desirable place to live. Now a majority-minority county, we need a strong hands-on leader who knows how to work with our burgeoning and changing population to ensure that they are not only welcome to our county, but integral in its success. I have done it before and I will do it again.



# GOOD GOVERNANCE



# GOOD GOVERNANCE

## MONTGOMERY COUNTY WEBSITE

Montgomery County needs to redesign its website so that it is user-friendly to its residents and businesses. We can achieve user-friendliness by vastly enhancing the user interface to ensure that anyone who comes to our site can quickly and easily navigate it to find the information they need. In a world today where technology plays such a large part in our effectiveness to serve the public, Montgomery County's presence online matters as much as our interaction with our residents in person. We can and will do a much better job.

## OPEN DATA

Montgomery County has laid the groundwork and welcomed Open Data to our County government. Using the technology of today, governments can instantly share best practices at little or no cost. It is time we take it to the next step and begin to utilize our open data to serve the public to the best of our ability. By creating "One Click Montgomery" and an Open Data Challenge, Montgomery County can become a leader in Open Data Initiatives.

### ■ ONE CLICK MONTGOMERY

For all those who interact with the County, you should be able to securely access and download your personal information that Montgomery County has on file with one click. This should be true for residents and businesses. One Click Montgomery will cut through the red tape that can be arduous and be a high barrier to entry. It will also help residents and businesses to derive value and benefit from the data they download, whether for their own access and use or reuse on repetitive county forms and permit applications that should ideally be able to be completed with one click. Personal data has been called "the new oil" and we should be empowering our residents with it to help Montgomery County's services become more customer-friendly.

### ■ OPEN DATA CHALLENGE

While we have many data sets online that are available to the public, I want to issue a challenge to our business community to take the data available and create technology for Montgomery County to better serve the public, such as being able to track the next Ride-On bus in real time from an app on your phone. We must work together with our business community to help make Montgomery County government more efficient and effective for you, the businesses and residents who pay for it. This challenge is an important step in achieving that goal. We will have a liaison, reporting to the Chief Technology Officer, for businesses that want to know about and access the data sets available that could be useful to them.

# GOOD GOVERNANCE

## DEPOLITICIZING GOVERNMENT

As County Executive, I never have and never will spend taxpayers' dollars to influence elections, such as my two opponents did in 2012, deeming it OK to spend hundreds of thousands of public dollars to manipulate an election. It is wrong and threatens the very values that make our democracy so great. We need a government focused on spending your money to improve your quality of life, not on telling you how to vote. If we want a government that works for you, the public, then we must provide a government you can trust to do what is in your best interest, not the best interest of a political party or machine.

## 311

Montgomery County needs a 311 for the 21st century, and I will reorganize it to ensure that it becomes a system that interacts with you. We need a 311 that actually tracks people's inquiries and solves their problems, including follow ups to ensure solutions were achieved. We need a 311 that expands beyond a number to call or a website to register complaints. With the increased use of mobile technology, Montgomery County needs to expand its 311 system and better utilize Twitter or other social media as another way to communicate with its residents. We need to answer our residents' questions - not redirect them to a dead end. Making government services accessible to the public and serving the public should be a priority in Montgomery County, and I promise to overhaul 311 so that we again become a County that works for you.



A close-up photograph of a person's hand holding a black pen, writing on a white document. The person is wearing a dark suit jacket and a light-colored shirt. The background is blurred, showing a wooden desk and a chair. The overall scene suggests a professional or official setting.

# **DOUG DUNCAN'S PLANS FOR MONTGOMERY COUNTY**

# PLANS FOR MONTGOMERY COUNTY

Every year during my State of the County address, I will update residents on the progress made on each and every one of my proposals. Together we can check off our accomplishments:

## EDUCATION:

- Close the achievement gap
- Build and plan for school construction so we do not borrow more than we should
- Place a school resource officer in every high school cluster
- Provide affordable educational opportunities necessary to succeed in today's economy
- Create an applied sciences graduate research center

## JOB CREATION:

- Revitalize Wheaton and downtown Clarksburg
- Cultivate a diverse and sustainable entrepreneurial, startup culture that help businesses get started and expand
- Reform our tax code to help business flourish including:
  - Reverse the broken promise by County leadership and actually sunset the energy tax increase; and
  - Repair the broken Department of Permitting Services, which will lead to reduced fees for residents and businesses; and
  - Provide tax and other incentives to entrepreneurs to locate and grow their businesses in Montgomery County

# PLANS FOR MONTGOMERY COUNTY

## INFRASTRUCTURE:

- Fix and safely open the Silver Spring Transit Center
- Invest in cost-effective, multi-modal transportation solutions
- Build multi-modal express lanes on I-270
- Achieve gigabit Internet capabilities to allow for 100x faster Internet speeds
- Complete a comprehensive bike transportation system
- Make our Ride On bus system more efficient and effective
- Hold WMATA accountable and improve service
- Establish Bus Rapid Transit in high priority areas first to learn best practices before further expansion
- Begin construction of the Purple Line with an effective and conscientious plan

## ENVIRONMENT:

- Reduce the county's carbon footprint and other environmental impacts by focusing on measurable, scalable, and economically sound approaches
- Attain in Montgomery County at least 100,000 preserved acres
  - Develop strong partnerships with nonprofit entities that are interested in agricultural preservation.
  - Create an Agricultural Reserve Ombudsman position reporting to the County Executive to work with our communities in the agricultural reserve
- Implement a building recycling plan permit to ensure the proper disposal of construction materials to protect our environment

# PLANS FOR MONTGOMERY COUNTY

## QUALITY OF LIFE:

- Re-commit to eliminating poverty by focusing on creating jobs and investing resources to help residents to not only get on their feet, but independently stay on their feet
- Create more affordable housing for our seniors retiring, millennials entering the workforce or the impoverished amongst us so that we can achieve a sustainable economically vibrant county
- Create a Special Needs Task Force to improve, strengthen and expand opportunities, programs and services for people of all ages with special needs
- Ensure that mental health services are appropriately funded and work with local leadership to make systemic improvements to identify and offer services to those in distress
- Optimize opportunities for health, participation, and security for our older residents to enhance their quality of life as they age
- Take proactive steps to prevent crime including working with community outreach programs and putting the necessary resources at the neighborhood level
- Work with our changing population to ensure that everyone is welcome in our county and becomes an integral part of our success

## GOOD GOVERNANCE:

- Not spend taxpayers' dollars or use county employees and resources on partisan issues to manipulate elections
- Overhaul 311 so that we again become a County that works for you
- Create "One Click Montgomery" and an Open Data Challenge to make our county a leader in Open Data Initiatives
  - Cut red tape by allowing residents to securely access and download personal information that Montgomery County has on file for you
  - Challenge our business community via an Open Data Challenge to create technology to better serve the county
- Redesign and improve the county website to better meet the needs of residents





# DOUG DUNCAN'S BIO

# DOUG DUNCAN'S BIO

Doug Duncan has dedicated his life to public service and established himself as one of the top progressive thinkers and leaders in Montgomery County. While Doug has an accomplished track record of getting things done, he has the same humble beginnings as many others who have pursued the American Dream.

A Montgomery County native, Doug and his 12 siblings grew up in the Twinbrook neighborhood of Rockville, home to working class families. Doug's dad came to this country from France as a teenager, he served this country in World War II and at the NSA, and he later became a teacher in the Montgomery County Public Schools ESOL program. His mom, Ellie, along with raising 13 children, worked at the Montgomery County Circuit Court and was a local Democratic activist.

Doug graduated from Columbia University in three years to help his family save money so that his younger siblings could also afford to go to college. Doug's mother taught him that public service was the second highest calling (the first being service to the church), and at age 26 he was elected to the Rockville City Council. After serving three terms, he ran for Mayor of Rockville where he would serve three terms. In 1994, Duncan wanted to do more and ran for Montgomery County Executive in order to help lead the county he grew up in. He was elected to an unprecedented three terms as Montgomery County Executive.

Duncan has always stressed that providing a world-class education for everyone, particularly those communities that need the most help, is paramount and pays dividends for years to come. By investing heavily in early childhood education, reducing class size and hiring the best teachers, he knows that such a goal can be reached because as Montgomery County Executive he helped achieve it for thousands of students.

Doug knows that creating an economic environment to attract the best, high earning jobs for families throughout the county is essential. Duncan helped make Montgomery County the economic engine for Maryland and added more than 85,000 jobs during his time in office through revitalizing downtown Silver Spring, building the Music Center at Strathmore, and creating the County's business incubator program to name a few. And this economic growth occurred even while weathering two recessions during his tenure.

Montgomery County has changed quite a bit over Doug's lifetime. However, Doug knows that all residents still care about the same things: an excellent education for their children, a rewarding job that pays a good wage, and a community in which we can all spend more time enjoying each others' company than sitting in traffic.

Doug and his wife of 33 years, Barbara, live in Rockville where they raised 5 children: Michael, Andrew, John, Thomas and Conor.

**Duncan**  
*COUNTY EXECUTIVE*  
DOUGDUNCAN.COM

 [info@dougduncan.com](mailto:info@dougduncan.com)  [@VoteDougDuncan](https://twitter.com/VoteDougDuncan)  [/VoteDougDuncan](https://www.facebook.com/VoteDougDuncan)

By Authority: Friends of Doug Duncan, Deborah S. Goodwin, Treasurer. PO Box 10926, Rockville, MD 20849-10926