

2017 Seattle Mayoral Candidate Questionnaire

Thank you in advance for taking the time to answer this questionnaire, which was developed by members of the Civic Alliance for a Sound Economy (CASE). Please note, answers will be shared with CASE members and we reserve the right to publish any information provided in this questionnaire.

Your responses to the following questions will be used as part of a screening process to determine which candidates CASE will interview.

Responses are due Monday, May 8 by 8:00 a.m.

To submit your completed questionnaire, or if you have any questions, please contact Monica Fouts monicaf@seattlechamber.com or 206-389-7303.

About the Civic Alliance for a Sound Economy

The Civic Alliance for a Sound Economy (CASE) is a political action committee sponsored by the Seattle Metropolitan Chamber of Commerce. CASE is the strongest political voice for businesses, large and small, in the Seattle metropolitan region. We represent employers and organizations from every industry sector in the region.

CASE supports local candidates and issues that help create a healthy economy, competitive business climate, and high quality of life for the Seattle metropolitan area.

BASIC INFORMATION	
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Candidate Name:	Cary Moon
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Party Affiliation:	Democrat
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Phone Number:	
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CAMPAIGN QUESTIONS

**This is for background information and internal use only. It is confidential and will not be published.*

1) Please list your political consultant(s), campaign manager, and fundraiser.

- a. Consultants: Moxie Media
- b. Campaign Managers: Diane Bedwell and Kristin Elia
- c. Fundraiser:

2) Please list all endorsements you have received.

I am pursuing endorsements from Democratic Party organizations, labor unions, progressive organizations, environmental groups, community members and elected officials.

3) Please list how much money you have raised to date, and your fundraising targets for the primary and general elections.

- a. To date: \$19,520
- b. Primary: \$250,000
- c. General: \$500,000

4) Please describe how you would use the CASE endorsement.

As a civic leader and policy expert, I have worked both behind the scenes with city stakeholders and community advocates, and on the front lines with grassroots activists, to achieve sustainable and equitable development, protect public spaces and keep our government accountable to the people. The endorsement from CASE would continue to strengthen my broad support and strengthen my collaborative leadership style to maintain a healthy economy, build transportation systems that work for everyone and bring solutions to our housing crisis.

GENERAL QUESTIONS

1) Please tell us why you are running for mayor and what impact you hope to make.

I'm running for Mayor because I feel an immense duty and responsibility to ensure Seattle works for everyone. I believe we are becoming a city of haves and have nots, and we need a different kind of leadership to tackle this challenge. As Mayor, I will listen and take honest stock of the challenges facing our city, and use my expertise as an urban planner, engineer and civic leader to develop strategies that strike Seattle's problems at their root cause, not just address the symptoms. I intend to work with other experts and community leaders to develop a shared vision and principles, create an action plan based on key priorities, and hold myself and my administration accountable by reporting on progress to the people of

Seattle. We all deserve to help shape the future of our city, and work constructively together toward shared goals.

- 2) *What are the top three issues in Seattle today you think the City should address? How would you, as mayor, help address these issues?*

Tackling the housing affordability crisis with bold solutions. Building an economy that works for everyone by focusing on expanding small and local businesses, increasing the number of living wage jobs, and pursuing a bold industrial and green energy strategy. Getting ahead of surging homelessness with smarter and better coordinated operation of the initiatives and assets we already have and increasing the sense of shared commitment to doing better together.

As mayor, I would approach all three of these issues with a deeper analysis of root causes of the problem, a clear vision statement defining where we are headed, and an inclusive action plan, where everyone knows their role. See below, as more details on all these solutions are fleshed out in the questions below.

- 3) *Seattle is one of the fastest growing cities in the U.S. Is this a good thing? What steps can the City take to help effectively plan for continued growth?*

Yes, people are moving here because of positive economic growth and the on-going innovation in many industries. My core belief is that everyone is welcome and belongs here, but we need to plan for the growth we know is coming. There are a few specific steps we can take to effectively plan for this growth.

- We need to exponentially expand affordable housing from only 6% of Seattle's housing market toward a goal of four times this share. We need to tackle the escalation that is caused by speculation with disincentives, and we need to plough these proceeds into building affordable housing. Cities that have solved the escalation problem show that more public and nonprofit housing is an essential counterbalance that helps achieve stability in housing costs.*
- We need to keep building enough housing for folks who want to live here, but we also need to face the reality that the private market builds for the high end; we simply don't have enough housing available to low and middle income people, and the gap is growing.*
- For the missing middle, we should pursue viable alternative housing options like duplexes, townhouses, ADUs, DADUs, congregate housing, community land trusts, co-ops and co-housing. We can add in-fill development in low density neighborhoods while maintaining the unique cultural character of Seattle's neighborhoods -- and our mature trees. We need to adjust land use and zoning codes to make workforce housing for the "missing middle" viable - and legal - to build.*
- To slow the price escalation caused by speculation, we should first analyse the dynamics in more depth, and then implement targeted taxes or other mechanisms to deter corporate and non-resident real estate speculation. Like*

other world class cities are discovering, we need to find the right tools that inoculate our housing stock from outside colonization. If we find the right disincentives, we can both strengthen neighborhoods, keep enough housing available to Seattle's workforce, and plow the proceeds back into affordable housing production.

- *Prioritize protecting Seattle's industrial lands and associated jobs*
- *We also need to ensure that Seattleites, especially young people from communities of color and immigrant and refugee communities, have access to the kinds of new jobs we are creating and the opportunities for entrepreneurship our tech economy produces. This part of the solution is addressed below.*

4) What impact do you believe a healthy business climate has on a city?

A robust and diverse business base, with employers across several industries and businesses of all sizes, is essential to the economic well-being of a city. But we are not here to serve the economy; we are here to ensure we shape our economy so it provides for the well-being of all of us. One of the central goals of city leadership is to guide a thriving economy so that it creates broad prosperity and access to opportunity for everyone. City leadership, centralized in the Mayor's office, must have a clear vision and action agenda: where we're headed, what are our principles, how we can ensure the prosperity our businesses create recirculates back into the community, how infrastructure and housing and job growth can grow in parallel, and how we make sure the growth is stable and sustainable, and how can we broaden access to family wage jobs and entrepreneurial opportunities so that our city move closer to racial and social equity. In a progressive city like Seattle with such abundance of entrepreneurship, talent, and wealth, it is our shared responsibility to make sure our economy models our progressive values, and is able to provide for the wellbeing of everyone.

5) What is the City's role in supporting business growth and economic development?

Establishing a vision and shared goals and principles, together with business and community leaders. Developing an action plan to get there, and checking back in with periodic progress reports. Defining an economic development strategy, and industrial job expansion strategy, a clean energy economic strategy, and small business / community based business strategy, and a strategy for broader access to entrepreneurship -- especially for women, immigrant communities and communities of color. We must establish an assertive strategic plan for our growth in order to ensure that every young person has access to a ladder to success, despite their zipcode; every newcomer has access to housing they can afford and transit to get to work; every entrepreneur has access to technical assistance and the tools (wifi, access to capital) they need, regardless of race or ethnicity. We must ensure the voices of workers, of young people, and of those in low and middle income jobs are heard loud and clear, to ensure our growth benefits them too. We

are at risk of becoming a city of haves and have nots, and a strong economic development plan --with targeted solutions for communities left furthest behind -- is an essential framework to ensure we keep family wage jobs and access to success for everyone as the north star vision of Seattle's future.

- 6) What would you hope to accomplish in your first year in office? Do you have specific legislation that you plan to introduce? If so, please describe your strategy to get your idea implemented.

In the first six months, define a compelling inclusive future vision, a set of principles, and an action plan to get there. In this time of tremendous flux, we need to define where we're headed and envision how to get there or we could lose our sense of agency and purpose and unity as a city. A broadly shared sense of purpose toward a common goal is necessary to achieve the bold solutions at the scale we need. In the first year, I will develop a clear action plan and build commitment to it that addresses the housing affordability crisis. I will do the same to address the surge in homelessness that we can't seem to get ahead of. And the same for economic development strategy that creates a more level playing field and intentionally recirculates wealth back into our local economy, building broader prosperity and economic security.

I believe what we need most is a unifying future vision, a shared commitment to the well being of everyone, and a collaborative approach to leadership that demands a commitment to discovery and insists the best ideas rise to the top: that is the framework that can ensure we get our collective best ideas implemented and we can pursue the future Seattle that reflects our core values.

- 7) What experiences have you had that best prepare you to be mayor of Seattle?

I have worked with other community experts, stakeholders and activists for over a decade to develop policy solutions to some of Seattle's biggest challenges. In addition to working as an urban planner and engineer, I have served as a citizen advocate in Seattle since 2004 when I co-founded the People's Waterfront Coalition. I led the coalition effort to imagine, envision and build public will for a welcoming civic space instead of a state highway on the 22 acres of public land on Seattle's downtown waterfront, and pursue a sustainable Streets + Transit transportation solution instead of a bypass highway. Since then, I have worked on many issues ranging from transit advocacy, housing affordability, democracy reform, and developing a statewide progressive economic vision and platform for an economy that builds prosperity for all of us.

My prior career was as an engineer in manufacturing companies, where I designed production systems, information systems, and managed operations in both low-tech and high-tech industries. I managed my family's small manufacturing business that was partially owned by its employees, and know the value of organizations that share decision authority and prosperity across the enterprise. I am a systems thinker, and know how to understand the complex dynamics of all the many layers

of cities. I am a coalition builder and collaborator by nature. I have worked in the public sector, the private sector, the advocacy world, and the non-profit sector, and I know the constructive role each of these sectors must play in the dynamic life of growing city.

8) Please describe your process for developing legislation.

Collaborate in shaping a vision with leaders and those most impacted by the issue. Work closely with experts to understand the dynamics of the challenge and build a deep analysis of where and how to intervene, of risks and opportunities, of costs and benefits. Examine the proposal with a diverse group of community leaders and stakeholders via a race/class/gender equity lens, and identify any needed targeted actions to ensure equitable access and a level playing field. Build a creative and bold plan -- together with City Council as much as possible -- defining the problem, describing the solution, clarifying its funding, its implementation process, in accessible language and appropriate media. Bring it to allies and partners and those most impacted for testing and refinement, and share it with communities city-wide for the same. Develop a shared commitment through this iterative and participative process.

9) Please describe your process for evaluating legislation.

Understand the dynamics of the problem we are trying to solve. What are root causes? What are the optimal opportunities for intervention? What are the costs and the benefits of intervening? What are the best practices used in other cities for addressing similar issues; are we being creative and innovative enough? Are we striking the problem at its root, are we working at the right scale, or are we putting bandaids on symptoms? Is the revenue source sustainable and equitable? Will the outcomes establish greater equity across race, class, and/or gender? Is the implementation plan solid and realistic? Is the legislation tough enough to survive a legal challenge? Any proposed legislation, fundamentally, must answer yes to three key questions: Is the net result good for the residents of Seattle, especially those who are currently marginalized? Is it good for the long term health of the City's finances? Is it good for the long-term health of Seattle's economy?

If you have any other relevant information that you think would be useful in our evaluation, please add it below.

ISSUE QUESTIONS

1) HOMELESSNESS

Homelessness is a growing crisis for King County and the City of Seattle. How would you create systemic change to the way the city delivers human services and spends money on homelessness, even in the face of political push back?

We need to understand and be clear about the root causes of our city's surge in homelessness to get ahead of this problem: housing affordability and difficulty securing stable family wage jobs. For the immediate crisis, we need a shared strategy, and a collaborative effort across agencies and service providers, to optimize the solutions we know can work to help people back into secure housing as efficiently as possible. My proposed solutions include:

- *Prioritize long-term supportive housing options and a broader variety of housing first approaches. I would be cautious with over-reliance on vouchers, which offer only a temporary reprieve; this funding ends up in the hands of for-profit landlords, leaving families to face the same unaffordable rents after their vouchers expire.*
- *Work with shelter providers to identify how to help long-term residents transition to more permanent housing, recognizing the structural and funding silos might be part of the problem.*
- *Provide more low-barrier shelters that allow the right mix of options to match needs, such as allowing pets and enabling couples to stay together, and work directly with folks experiencing homelessness to help guide them into a place that works for them.*
- *Address the immediate need for emergency shelter with temporary solutions like more self-governed tiny house villages hosted by churches and neighborhoods as we get more lasting solutions in motion.*
- *Expand shelters for women and victims of domestic violence that are essential to their survival.*
- *Secure the funding we need for services homeless folks need, especially treatment for mental health and drug and alcohol dependency.*

2) PAID FAMILY LEAVE

Do you support a statewide paid family leave policy versus a citywide policy? In general, what are the consequences and/or benefits of the City establishing legislation ahead of other jurisdictions?

Yes I support a paid family leave policy as an essential part of achieving gender equity in the workplace, recognizing that we must figure out a way to pay for it in a way that doesn't hinder small businesses. We have to get creative here; perhaps we could develop a program like unemployment insurance, where employers and employees across the city pay into a pool that can be accessed by new parents as needed.

3) PUBLIC SAFETY

Do you believe we have adequate public safety resources in Seattle?

The loss of state funding for public health and mental health services has transferred a big burden onto our police department. We need to work with the state and county to restore vital mental health services and drug treatment

services. If we can accomplish that, then yes our city resources seem adequate, especially if we shift attention and resources toward prevention: community policing, LEAD, alternatives to incarceration for youth offenders, anti-bias training, and increasing expertise with de-escalation strategies.

4) GOVERNMENT ACCOUNTABILITY

How would you improve transparency and accountability in Seattle's budget to help citizens better understand how their money is being spent and whether they are getting the desired outcomes?

The budget is really hard to understand as it is currently written, largely because of complex structural issues with dedicated revenue sources and allocations. I would work with the best communication and infographic experts to explain it simply and graphically, and in lay language. Much of the frustration is due to misunderstanding from its sheer complexity. It is essential for citizens to be able to see what elements are available for negotiation, where the decision points lie in how to allocate the general fund, understand the spectrum of approaches that might be taken, and weigh the tradeoffs each choice might entail, in each category.

5) LABOR LAWS

Q1: Do you believe the Office of Labor standards has adequate resources for employer education and outreach?

No, we have a lot of new laws and need to offer better technical assistance and outreach to employers, especially small businesses who don't have professional HR departments or might have language barriers.

Q2: If a new labor law is proposed, how and when would you engage the business community to help inform your position and approach?

Early. We need to understand impacts and identify an effective deployment strategy before new laws are finalized.

6) EDUCATION

Business, government, and philanthropic sectors have united to form the Seattle Region Partnership to advance local middle-income jobs and promote inclusive economic success in our region.

This effort is co-chaired by the Seattle Foundation, the Seattle Metropolitan Chamber of Commerce, King County, and the City of Seattle. Together these leaders will work to help align existing efforts in order to increase access to middle-income job opportunities for local residents through workforce development, training, and placement.

Q1: Do you support the use of City resources to help support this effort with partners?

Yes. Our economy is not bounded by lines on a map, and guiding our growth must be a shared effort across jurisdictions. I assume, or would hope that, labor leaders are also at the table.

Q2: How can city government help improve educational opportunities and outcomes for all students across the city?

Ensuring equal resources for all schools, despite wealth differentials across neighborhoods, by investing public and guiding philanthropic money into programs at schools that have less access to community wealth. By investing in pre-K and a variety of after school programs via community based organizations that also build leadership in communities of color, we can keep building toward equity.

7) REVENUE

The City Budget Office projects a significant budget shortfall that will start in 2018 and grow rapidly in following years.

Q1: How would you solve the looming budget shortfall and balance the tax burden?

Over the last four years, City Hall has increased its revenue by approximately \$250 million per year and hired around 1200 total new staff. The city has implemented several new property tax and sales tax increases. While these levies and initiatives were all valuable and necessary, the voters have been generous enough; the net effect is that our regressive tax structure has only grown worse. Those at the top pay a much smaller share of their income in taxes than those at the very bottom, and we in Seattle need to lead the charge to reverse this by holding the wealthiest among us accountable to pay their fair share, and investing in the public resources that support the wellbeing of everyone.

To face the budget shortfall, I would work with each department to identify the best and the worst of their programs, ranking them by efficacy and cost effectiveness. And lead a city wide effort of refining and re-optimizing each budget. We have done a lot of great pilot projects and creative innovations, and it's time to use rigor and discipline to identify the ones that are working and should grow vs the ones that didn't pan out and should be cut.

I propose the following solutions to make our tax structure more progressive and sustainable long term:

- Institute an additional REET on luxury real estate, and a tax on corporate and non-resident ownership of housing to deter speculation in the housing market, and plough the proceeds back into the production of affordable housing.*
- Implement a capital gains tax statewide on households earning more than \$250,000 to fund affordable housing, education, transit services and jobs in the clean energy sector.*

- *Working with Olympia, close the useless tax loopholes that provide no public benefit and make it harder for small and local businesses to compete.*

Q2: Do you support a city income tax? Why or why not?

Currently, I'm the only candidate raising serious concerns with this idea.

*Here's my [recent statement](#) on this issue. Putting our hopes on **only** an income tax proposal that may take years to run through the legal system diverts attention away from real solutions City Hall can and should implement now. And I'm concerned that this proposal may not address a glaring tax loophole in our state: the unearned wealth from gains on selling stocks and other financial instruments could be ignored in this proposal.*

I believe it's fine and good to try for an income tax in Seattle, yes, but we also must aim squarely at taxing wealth and unearned income, not just wages. We need a whole suite of new solutions to achieve a more progressive tax code, confront growing economic disparities in our city, and create lasting revenue sources. Funding much needed improvements to transit, infrastructure, affordable housing, solutions for homelessness, and city services for everyone will create the basic infrastructure that we all need to thrive.

1) **HOUSING**

In response to rapidly rising rents and public pressure, Mayor Ed Murray, along with other key stakeholders, developed the Housing Affordability and Livability Agenda (HALA), a 65-point plan to help create 50,000 housing units by 2025.

Q1: Do you support the HALA recommendations? If so, how would you, as mayor, move forward the upzone plans to add development capacity in the face of strong opposition from anti-HALA groups?

I think HALA was a good first step, but there is more that we can do to improve housing affordability in Seattle. First, I believe we need to increase tenants' rights to provide stability and protections to renters. Second, we need to prevent evictions of families with children and safeguard transitional housing for families and victims of domestic violence; prevention is key to stem the tide of increasing homelessness. Third, we need to exponentially expand affordable housing from only 6% of Seattle's housing market toward a goal of four times this share. Cities that have solved this escalation problem show that more public and nonprofit housing is an essential counterbalance that helps achieve stability in housing costs. Fourth, we should pursue viable alternative housing options for working people in the "missing middle" like duplexes, townhouses, ADUs, DADUs, congregate housing, community land trusts, co-ops and co-housing while maintaining the unique cultural character of Seattle's neighborhoods. And lastly, I believe we should implement targeted taxes or other mechanisms to deter corporate and non-resident real estate

speculation. We have to stem the speculation that is exacerbating untenable price escalation. Slowing down price increases can strengthen neighborhoods, and the proceeds can be used to fund affordable housing production.

1) TRANSPORTATION

Because of significant projects happening around the city and the continued rapid population growth, mobility in the city is in jeopardy. In 2015, voters approved a 9-year, \$930 million Levy to Move Seattle.

Q1: How do you propose we create transparency and accountability for how these funds are allocated? How do we create metrics to measure the success of this substantial taxpayer investment?

Reporting back on progress is essential if we are to maintain the trust of the voters. We need better metrics and a stronger culture of reporting back on the commitments made. This should be visible and easy to access on the city's website. Former Mayor Bloomberg's PlaNYC is one good model to consider for its clarity in defining metrics and discipline in transparency and accountability.

1) BUSINESS CLIMATE

What can be done to reduce the cost and administrative burden for small businesses operating in Seattle?

Seattle is becoming more expensive and access to entrepreneurship is more and more out of reach. Homegrown Seattle businesses are being replaced by corporate chains. Increasing commercial rents, congested streets, inadequate transit, and regulatory challenges make survival for small, local businesses tougher and tougher. Small, locally owned businesses are the engine of an economy that builds local prosperity, access to opportunity and resilient communities. We need to protect and nurture and grow small businesses, and ensure a level playing field. My proposed solutions are:

- *Offer technical assistance to new entrepreneurs and small business owners, especially entrepreneurs from communities of color and immigrant/refugee communities.*
- *Support municipal broadband because access to high-speed internet is essential and must be universally available.*
- *Discourage displacement of minority owned businesses with community benefit agreements and technical assistance instead of abandoning them to face gentrification on their own.*
- *Stabilize commercial rents for locally owned small businesses.*
- *Develop effective strategies for local sourcing, local production, and buy local programs. We all benefit from robust local economies and homegrown industries.*