



LOUDOUN CHAMBER OF COMMERCE

## 2015 BizVotes Questionnaire Results

Board of Supervisors – Leesburg District

William Estrada (R) / Kristen Umstattd (D)



Answer is consistent with Loudoun Chamber's Position



Answer is inconsistent with Loudoun Chamber's Position or nonresponsive to the question



Answer is partly consistent with Loudoun Chamber's Position

### 1) What is the biggest issue/challenge you believe Loudoun County faces in the upcoming term?

**WILLIAM ESTRADA (R):** Our biggest challenge is Loudoun's continued growth in population, and the related demands this will make on our law enforcement, public schools, and transportation infrastructure. We need to address how to provide critical services without raising taxes on residents to unprecedented levels.

**KRISTEN UMSTATTD (D):** The greatest challenge we face is how to increase commercial investment in the County so that, without overburdening our taxpayers, we can fund our public school needs and transportation needs, including the Silver Line. If we can increase our commercial base, it will help substantially with meeting the challenges we face with public education and transportation.

### 2) How do you propose to address this challenge?

**WILLIAM ESTRADA (R):** We need to make a concerted effort to make Loudoun attractive to businesses. I believe that we need to focus on diversifying our tax base so that residents do not bear a disproportionate percentage of the tax burden. This will also bring in additional revenue to fully fund our law enforcement, schools, and roads. We need to continue the current Board of Supervisors' work in attracting businesses from around the world to Loudoun. We need to streamline our government processes so that unnecessary red tape does not discourage businesses from moving to Loudoun. We need to remember that small businesses are the engines of our economy.



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**KRISTEN UMSTATTD (D):** Loudoun has some very competent and creative individuals in both the private and public sectors. I have already heard from many of them about their ideas to make the County more business-friendly; but I plan to listen to more of them on questions like: What are other parts of the country (or the world) doing right and can we emulate them? and What are other jurisdictions doing wrong and what can we learn to avoid? In general, my position in Leesburg has been to try to reduce regulation if there is not a public health, safety, or welfare argument for it. When Fairfax County recruited Mobil decades ago, they worked closely with their existing businesses, banks, and real estate sectors and made them part of the recruitment effort. This is an old economic model, but I believe it has at least as much value today and we should use it.

**3) Please detail the specific opportunities or regulatory measures that, if elected, you will work to see implemented to support the private sector's efforts to create jobs and make commercial investment in Loudoun County.**

**Chamber Position:** The Chamber supports significant investment in economic development and an aggressive effort to market Loudoun to recruit increased commercial investment. The Chamber supports a common sense regulatory environment that allows businesses to grow and invest in our community.



**WILLIAM ESTRADA (R):** I will work to attract more institutions of higher education to Loudoun County. The areas around the proposed Metro stations would be excellent for a university, or a satellite campus. I am very supportive of all of the business-friendly zoning amendments that the current Board of Supervisors has adopted. From changes to the sign rules, to lowering barriers to entry, to streamlining applications, all of this needs to be continued by the next Board of Supervisors to help make the process go faster, more streamlined, and remove the red tape to businesses coming to Loudoun. I will build on the work of the current Board of Supervisors to make our zoning ordinances more business-friendly. I will make sure that Loudoun continues to have a strong and robust Department of Economic Development.



**KRISTEN UMSTATTD (D):** The County Zoning Ordinance is a massive and convoluted document with multiple overlay districts. It would be difficult for anyone other than a land-use attorney or long-time planner to decipher and interpret the Ordinance. Most businesses that consider coming here don't necessarily have planning and zoning in the forefront of their plans. They like the area, want to locate here and hope to do it on whatever parcel captures their interest. I think we need to simplify our planning and zoning documents. We also need to look at the major businesses we are trying to keep and those we are trying to recruit and see which types of smaller businesses tend to naturally



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crop up around these major businesses. Part of our recruitment strategy could be targeted at attracting those smaller businesses that have a potential synergy with the larger businesses we are cultivating or recruiting.

### **4) What is your vision for supporting and growing the tourism industry in Loudoun County to better support the success and growth of tourism and related economic development that can come with it?**

**Chamber Position:** The Chamber supports Visit Loudoun as the Destination Marketing Organization for Loudoun County and supports a well-funded approach to marketing Loudoun as a visitor destination. The Chamber supports public investments in the activities and assets that generate the most tax revenue and create economic opportunities for existing businesses.



**WILLIAM ESTRADA (R):** I will work with our county and state leaders to build better bike paths in the region, and specifically, to connect the W&OD trail to bike trails in Maryland. I believe this will attract international cycling events to Loudoun. Our brewery, winery, and distillery economy is booming. We need to support this, and continue to make it easy for these entrepreneurs and small businesses to thrive in Loudoun. I will continue to support the work of the Department of Economic Development, the work of the Loudoun County Chamber of Commerce, and the work of the Loudoun Convention and Visitors Association as they work to attract tourism to Loudoun County.



**KRISTEN UMSTATTD (D):** I've been impressed with the close working relationship between the County, Visit Loudoun, the hotels, restaurants, and Loudoun's rural enterprises, be it vineyards and wineries, tree farms, pick-your-own fruit farms, etc. I have also been impressed with the Journey Through Hallowed Ground's success with promoting Loudoun and the Journey at Dulles International Airport. We should consider more aggressively targeting tourists who are already likely to come here. As an example, if it is true that Chinese tourists are the fastest growing demographic in foreign travel to the Leesburg Outlets, then figuring out how to keep them visiting our vineyards and historic sites and in our hotels longer is probably worth the effort.

### **5) How do you believe Loudoun County should prioritize local transportation funds to ensure citizens and businesses have an efficient multimodal transportation system?**

**Chamber Position:** The Chamber supports performance-based prioritization of transportation projects with emphasis on congestion reduction, economic development and



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time savings. The Chamber also supports VDOT granting Loudoun County officials authority to design and construct transportation projects.



**WILIAM ESTRADA (R):** I will work to improve our transportation infrastructure. I believe that one of the most important ways government can help private industry is to ensure that our transportation network is for a 21st Century Loudoun County. This currently is not the case. I want to prioritize funding based on what will relieve the most traffic. We have limited funds and the citizens of Loudoun County want to know that we're making their tax dollars go as far as possible. In Leesburg, I want to specifically prioritize fully funding and completing the Battlefield Parkway/Route 7 interchange and the Route 15 bypass/Edwards Ferry Road interchange. I will work with our local, county, and state leaders to modernize and strengthen our transportation infrastructure, including Metro Rail, commuter and local bus service, and improving our regional road network.



**KRISTEN UMSTATTD (D):** Although this is already a topic of intense study, and nothing I'm going to say is new, we're going to have to balance our road needs with our need to get people to the Silver Line via bus from across the County. The County should continue to work with the federal government, VDOT, the CTB, our state legislators, and the Northern Virginia Transportation Authority to finish interchanges already planned in the County and to redesign and rebuild the road system north of Leesburg so as to reduce the gridlock that impacts Route 7, Battlefield Parkway, and the Leesburg Bypass. Having said that, until Metrobus-level bus service is a reality, I think the County's emphasis on the Route 7 and Route 15 interchanges remains valid and I would hope we would continue to work regionally and with the state to continue building these interchanges.

**6) What role do you believe mixed-use development and availability of affordable and diverse housing choices has in the County's economic development success? What policies would you implement to support your position?**

**Chamber Position:** The Chamber supports land use policies and designations that reflect the current and future business needs, including developing the full potential of transit station areas and creating walkable urban mixed-use environments. The Chamber supports a comprehensive county-wide Housing Plan that addresses the need for market rate, workforce and affordable housing And reform of the County code to achieve this result.



**WILLIAM ESTRADA (R):** I am a strong supporter of mixed-use developments. I believe the proposed Metro Stations in Loudoun will provide us with some excellent opportunities to bring in more mixed-use developments, as well as affordable housing. I



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believe it is crucial that we update Loudoun's Comprehensive Plan to allow for more affordable housing. Rather than using regulations alone to provide affordable housing, we need to have the right incentives in the Comprehensive Plan and in our zoning ordinances that will encourage developers to bring more affordable housing to Loudoun. Finally, I believe the Board of Supervisors has to be careful that the use of proffers and voluntary contributions by developers are not used in the extreme with the end-result of making the cost of housing go up.



**KRISTEN UMSTATTD (D):** One of things that bond-rating agencies look at when deciding whether or not you are a AAA community is the diversity of your housing choices. They want to know that the businesses you hope to attract will have enough qualified employees who can live affordably nearby. The challenge is that existing residents are often not enthusiastic about having a more affordable community built in close proximity to their existing neighborhoods. So we have to address this public perception problem. Putting greater mixed-use density around metro stations is not a new idea but it is a valid one that I can support. However, we need to look at (among others) two different jurisdictions and try to figure out why density has increased around one of their metro stops (Ballston), but not very much around the other (Vienna). It is possibly because Ballston was already an urban center when Metro arrived.

**7) What specific initiatives do you support to enable access to the reliable, affordable energy required to support the needs of Loudoun's businesses and to sustain our community's high quality of life?**

**Chamber Position:** The Chamber supports a County-wide energy plan that emphasizes energy generation, transmission and conservation. The Chamber supports Loudoun County implementing a PACE (Property Assessed Clean Energy) loan program, to allow property owners to finance energy efficiency and renewable energy projects.



**WILLIAM ESTRADA (R):** We need to have a balance between ensuring that businesses have the utilities and power they need, but also that there is minimal impact on communities. I will work on the Board of Supervisors to make sure that we have the energy needs our 21st Century county needs, while still preserving the natural beauty that makes Loudoun such a desirable place to live.



**KRISTEN UMSTATTD (D):** As Mayor of Leesburg, I supported the provision of treated wastewater from the Town's WWTP to the Panda energy plant just outside the Town limits. I have also supported the Northern Virginia Regional Commission's efforts to



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promote subsidized solar energy systems for homeowners in the county. Most of the County's power needs will be provided by large utilities. While I would support a state effort to enhance power supply reliability by encouraging providers to run transmission lines underground, I realize that the upfront costs of undergrounding these utilities is substantial and unlikely to be acceptable to the utilities unless the state were to support it financially. Here's the challenge as described in the CT OLR: "According to EEI, the Virginia commission estimated the cost of new underground lines to be four to six times more expensive than new overhead lines."

**8) What is your position on the Chesapeake Bay Preservation Act and the Total Maximum Daily Load (TMDL) process, and what would you do to make these or any other proposed environmental regulation or strategy "Loudoun appropriate" given the diversity of land types and uses in Loudoun County?**

**Chamber Position:** The Chamber objects to unfunded and onerous Federal and State water quality mandates that diminish economic growth. The Chamber supports an environmental strategy that is flexible, uses market-based incentives and is tailored to Loudoun's unique needs and businesses.



**WILLIAM ESTRADA (R):** I have grave concerns about the Chesapeake Bay Preservation Act. While we all want to protect such a beautiful ecosystem like the Bay, I believe that many provisions of the Act went too far. I share the concerns that many have that the federal Environmental Protection Agency is out of control. I support the current Board of Supervisors' strategy of avoiding drastic action while so much uncertainty and ongoing litigation still surrounds the process. I will work with our federal and state representatives to make sure that the impact of the CBPA and TMDL on local businesses is as reduced as possible.



**KRISTEN UMSTATTD (D):** The federal-state compromise that resulted in pushing the full costs of meeting the new TMDL requirements onto local taxpayers is disheartening and expensive for our businesses and residents. This is a double shame because, according to MWCOG's January 2014 water quality report, the Potomac is the cleanest it has been since 1983. Sadly, the costly TMDL problem needs to be fixed at the federal and state levels. However, the more we can tailor our TMDL compliance program to the idiosyncracies of our county and its economy, the better. The challenge is how do we plan an economic future that allows for continued commercial growth while meeting the unfunded TMDL mandates? These mandates have already made commercial development more complicated and expensive than it was before the mandates kicked in. We need to



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continue lobbying our federal representatives to work with the EPA and DEQ to make these regulations less onerous.

**9) Do you believe that Loudoun County's Comprehensive Plan should be revised given Northern Virginia is predicted to attract both significant numbers of jobs and residents over the next 20 years? What specific policies would you like to see incorporated in a revised Comprehensive Plan?**

**Chamber Position:** The Chamber supports regular updates to Loudoun's Comprehensive Plan, in part to allow for the full complement of current and future market demands, such as for walkable urban mixed-use environments.



**WILLIAM ESTRADA (R):** We must update Loudoun's Comprehensive Plan to allow for more affordable housing. Rather than using regulations alone to provide affordable housing, we need to have the right incentives in the Comprehensive Plan and in our zoning ordinances that will encourage developers to bring more affordable housing to Loudoun. We also need to update the Comprehensive Plan to allow more housing in Loudoun. This needs to be done carefully to make sure that our schools and roads are able to accommodate more residents, and that we do not harm the scenic and historical beauty of Loudoun County, but it is crucial in order to ensure that families and employees are able to live, work, and play in Loudoun without being driven out of the county due to prohibitive housing costs. We also need to update the Comprehensive Plan to provide better transportation options and take into account the Silver Line.



**KRISTEN UMSTATTD (D):** Both the Comp Plan and the Zoning Ordinance need to be thoroughly reviewed with an eye to where we think the County should go if we are to remain economically competitive in the region and in the country and the world. There will be the opportunity for more density, both commercial and residential, in close proximity to metro and this could be the new major driver of Loudoun's economy for the foreseeable future. In the meantime, we need to look at how we define land uses to see if they reflect the reality of the corporate environment we hope to foster. For example, a great deal of safe, non-polluting light industrial uses can be housed in buildings that appear to the observer to be regular office buildings. Ensuring that our definitions and zoning categories allow these non-polluting light industrial uses to expand will help us diversify our economy.

**10) How do you propose to ensure that there are adequate schools, parks and recreational facilities for current and future residents in Loudoun County?**





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**Chamber Position:** The Chamber supports working with developers to encourage and sustainable development and development of schools, parks and recreational facilities, without burdening the development process.



**WILLIAM ESTRADA (R):** This is why the next Board of Supervisor's work in updating the Comprehensive Plan is so important. I believe the best way to ensure that we have schools, parks, and recreational facilities both now and in the future is to work with developers to ensure that land is set aside now for these critical assets. In addition, I will work closely with private entities and historic trusts (Oatlands Plantation is one excellent example) to ensure that they have the resources and support they need to continue to keep land set aside for recreation, and to preserve the natural beauty of Loudoun County.



**KRISTEN UMSTATTD (D):** While parks and recreational facilities are important, the adequacy of the public schools is critical to our ability to retain and attract top businesses. The County has used the proffer system (with the Capital Intensity Factors matrix) to partially fund schools and park needs and, given limitations on local governmental authority, it is likely that will continue. The Board of Supervisors should continue to work closely with developers, as well as with their colleagues on the School Board and LCPS staff so that, come budget time, there are no surprises and relatively few heated comments.

### 11) How do you propose to address the increasing funding requests by Loudoun County Public Schools to ensure our children receive a quality education?

**Chamber Position:** The Chamber believes Loudoun County Public Schools, the School Board and the Board of Supervisors must implement cost reduction and operational efficiencies within our school system. The Chamber strongly supports a review of local education spending to identify areas where efficiencies can be implemented.



**WILLIAM ESTRADA (R):** I will work closely with the Loudoun School Board and Dr. Williams very early on to come up with a school budget that fully funds our schools without raising taxes. I believe that if we can work together up front, we will have significantly less dissension on the school budget, which will only hurt parents, teachers, and students. I believe that it is so important to diversify our tax base and bring in more commercial development so that we can have more revenue to county government in order to continue to increase the funds available to our schools, without raising taxes.





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**KRISTEN UMSTATTD (D):** The particular challenge with schools is that their funding is in part, a land acquisition and facilities issue, but it is, even more importantly, a quality of education issue. Loudoun's public education system, while good, is not where it should be relative to the County's economic ranking in the state and country. We should be competitive with the best schools in Northern Virginia and the rest of the state, but only 2 of Loudoun's 14 high schools (Briar Woods HS at #9 and Loudoun County HS at #27) make the top 40 statewide and only one (Briar Woods) makes the top 10. We can do more to offer teachers the support they need in both pay and supplies. We need to train our students for the global economy. Achieving this is going to require a close working relationship between the Supervisors, the Superintendent of Schools, and the School Board.

**12) Given the increasing number of uninsured and underinsured individuals in the county, how do you propose to increase access to affordable health care in Loudoun County?**

**Chamber Position:** The Chamber supports expansion of healthcare infrastructure to meet community need; appropriate local planning for emergency preparedness and public-private partnerships to address pandemic preparedness; and expanding services offered by safety net healthcare providers.



**WILLIAM ESTRADA (R):** We should help fund nonprofits, as the current Board of Supervisors does. The recent news about Mobile Hope and Inova Partnership for Healthier Kids receiving grants to help serve uninsured school children is welcome news, and we need to encourage more of this. The Loudoun Chamber of Commerce is a leader in this endeavor, with the Loudoun Chamber Foundation and its support of Loudoun-area nonprofits like Loudoun Interfaith Relief. We need to encourage community health centers to come to Loudoun. I will make sure there are as few barriers to entry as possible for nonprofits and other health care operations to set up their services in Loudoun. We can work with area houses of worship to help low income families. The pro bono legal clinic I helped start and am the co-director of is a great example of how houses of worship can help serve our neighbors in need.



**KRISTEN UMSTATTD (D):** To some extent, this question is being currently addressed by federal legislation; however, two facilities that have requested additional County support over the last few years are the Loudoun Free Clinic and the Healthworks for Northern Virginia clinics. Healthworks' ability to attract outside grants is dependent on whether or not it can be accessed by public transportation, so the County's decision as to



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where to locate bus routes can have a major impact on the success of these clinics in meeting their missions and in attracting outside dollars to do so.

**13) How would you assess the County's efforts to engage the Loudoun business community on important public policy issues and how would you improve or otherwise change those efforts?**

**Chamber Position:** The Chamber believes government must be responsive to its citizens and businesses and believes that Loudoun County's business community must have the opportunity to work with government officials to develop and implement legislative and regulatory policies that will impact Loudoun's economy and quality of life.



**WILLIAM ESTRADA (R):** I believe that the current Board has made significant progress in engaging the Loudoun business community on important issues that affect all of us and the future of Loudoun County. I am a member of the Loudoun Chamber of Commerce and will work closely with the Chamber, our town business associations, and business leaders in Loudoun on all issues. Local government must remember that the local business community, not local government, is what drives the engine of Loudoun's economy.



**KRISTEN UMSTATTD (D):** The Chamber is probably in the best position to decide whether the County is adequately engaging the business community. If the Chamber perceives a weakness in the County's outreach, I would hope that information would be shared with the Board members. At the Town level, the Town does not provide the mayor or councilmembers with Chamber membership or with a way to attend most Chamber events. I think that is a weakness in the Town's approach, but I appreciate our frugality. I would hope that the County would provide access to Chamber events for the Board members. After that, it's up to the Board members to attend as many Chamber events, especially policy-related events, that they can. I would also hope that Board members would keep an open door policy for delegations from the Chamber to meet with them as needed.

**14) Please briefly describe what best qualifies you to hold the office for which you are running.**

**WILLIAM ESTRADA (R):** As the director of the federal relations department for HSLDA, an international nonprofit focused on education policy, I have worked with federal and state representatives around the nation in drafting and passing legislation. I



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have a strong legislative and legal background. I have run major divisions at HSLDA with numerous staff under me. I have been engaged in my community in Loudoun for many years, including starting an area pro bono legal clinic, Good Samaritan Advocates, that helps low-income residents here in Loudoun. I serve on the board of directors for two nonprofits in the greater DC area. I have personal relationships with all of our elected GOP officials in the region, which will allow me to fight for Loudoun and Leesburg to get our fair share of federal, state, and local funds.

**KRISTEN UMSTATTD (D):** I have served the Town of Leesburg for 13 years as Mayor and 10 years before that on the Town Council. When I became Mayor, my top priorities were to (1) make the Town more business-friendly; (2) build Battlefield Parkway and the Sycolin Road flyover; and (3) to complete a 20-year backlog of storm drainage projects. I was fortunate to have had the cooperation of our Council and senior staff, along with our federal, state, regional, local, and private sector partners in these endeavors and we have accomplished, or will soon accomplish, all of them. The Town has received acclaim from Forbes, Fortune Small Business, CNN/Money Magazine, and others for being among the top places in the nation to start a business and raise a family. We have received a Triple-A bond rating from all 3 bond-rating agencies. I have an open-door policy for all our residents and businesses.

15) What is the chief factor that differentiates you from your opponent(s) (if you have one)?

**WILLIAM ESTRADA (R):** My opponent has a record of opposing business and residential development. She voted against K2M, a type of business that exactly represents what we need here in Loudoun. She voted against Wegmans and the Village at Leesburg primarily because it had residential housing mixed in with commercial development. My opponent opposes widening Route 15 north of Leesburg up to White's Ferry, a common-sense approach that would help to alleviate congestion in the north-Leesburg area. Leesburg has long had a reputation as unfriendly to businesses under my opponent's leadership. We cannot let Loudoun County get that reputation.

**KRISTEN UMSTATTD (D):** Experience would certainly be one of the key differences. I am fortunate that, for 23 years, the residents of Leesburg have put me in a position where (I hope) I have been able to establish strong working relationships with them, our businesses, our veterans, our faith community, and colleagues throughout Northern Virginia and the rest of the state. I am a fiscal conservative, but also a pragmatist, who believes in bipartisanship at all levels. I am willing to listen carefully to those who have different views, but I am not afraid to make a decision. I have voted for almost every commercial rezoning in the Town. I have not voted for most of the rezonings that converted commercially-zoned land into residential uses. My goal is to try to keep taxes as



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low as possible for our residents. To do that, I believe in supporting our business sector's need to grow.

### **16) Is there any other personal or professional information you would like the business community to know about you that is not already covered?**

**WILLIAM ESTRADA (R):** My wife, Rachel Estrada, is a local artist and a member of the Loudoun Sketch Club. Our son, Dominic, is three years old and will be school age in 2 years - ensuring our teachers and classrooms receive the funding that they need is personal to me. I have lived in Loudoun County since January 2004. We moved to Leesburg in 2008. We attend Cornerstone Chapel in Leesburg.

**KRISTEN UMSTATTD (D):** I am willing to work with all sectors of our community: residents, businesses, veterans, and the faith and non-profit communities. Although I would be honored to have the Chamber's endorsement, I will always be happy to meet with Chamber members, regardless of their endorsement policy.

### **Campaign Committee Information:**

Candidate's Name (as it will appear on ballot): William A. "Will" Estrada

Campaign Manager: Andrew Mowry

Campaign Address: Will Estrada for Leesburg Supervisor, P.O. Box 6094, Leesburg, VA 20178

Campaign Phone: 571-246-6792

Campaign Website: <http://www.estradaforleesburg.com>

Campaign Twitter: @will\_estrada

Candidate's Current Occupation: Attorney and Director of Federal Relations, HSLDA

Candidate's Political Experience: 2nd Vice Chair of the Loudoun County Republican Committee, federal lobbyist, director of HSLDA's federal and state political action committees

Candidate's Business Experience: Department head at HSLDA for 9 years. Manages a dedicated team, in charge of employment decisions for staff, in charge of budget for department, board member of two area nonprofits, Life Raft International, and Good Samaritan Advocates (pro bono law firm)



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### **Campaign Committee Information:**

Candidate's Name (as it will appear on ballot): Kristen C. Umstatt

Campaign Manager: Kristen Umstatt

Campaign Address: P.O. Box 2836

Campaign Phone: 703-771-1369

Campaign Website: <https://sites.google.com/site/kristenforleesburg/>

Campaign Twitter: N/A

Candidate's Current Occupation: Attorney

Candidate's Political Experience: Mayor, Town of Leesburg, 2012-2016; Vice-Mayor, 2000-2012; Leesburg Town Council, 1992-2016; Past Chair, VA Association of Planning District Commissions; Past Chair, Northern VA Regional Commission; Past Member, Northern VA Transportation Authority

Candidate's Business Experience: Self-employed as an attorney since 1987; CIA: 1984-86; US. Naval Reserve 1980-1986