

**Help us understand your position on topics important to all Mainers.  
How would you shape Maine as our next Governor?**

**1. Please State Your Name**

Shawn Moody

**2. What will you do to encourage towns to plan proactively and for the long term, understanding that the environment and rural character are fragile and can be damaged before people take notice?**

I served on the Comprehensive Plan Update committee in Gorham years ago. I am proud to say that Gorham is one of the only high growth towns in Southern Maine that still has a village, and we take great pride that we had the vision to enhance our downtown when we designed our strategic plan.

I have a strong history of environmentally friendly practices as the founder of Moody's. Moody's was one of the first collision repair shops in Maine to adopt eco-friendly practices. In 2008 when the EPA came to Maine to train business owners on its new area resource rules, we were already in compliance. The EPA and the Maine DEP quickly awarded us the "Environmental Leader" recognition. In 1988, I purchased Gorham Auto Parts, otherwise known as a junkyard, which had thousands of junk tires / white goods / scrap buses and vehicles. Within six short years of working seven days a week we were one of the leading auto recyclers in America, one of six auto recyclers in the US to receive the "Gold Seal" award from the Auto Recyclers Association for operational and environmental excellence.

Moody's is dedicated to green technology to help us maximize energy efficiency and minimize our impact on the planet. Our efforts include waterborne base coats, and energy-efficient lighting. We also use recycled sheet metal, and all of our compressors, lighting & HVAC systems meet Efficiency Maine specifications. We hold the only license in the State of Maine to allow offsite recycling of hazardous waste for beneficial reuse." It saves us 10's of thousands of dollars and lowers our VOC's by 20% !

I am always focused on how exploring ways to reduce our environmental footprint. We discovered ways to generate revenue out of our waste streams over 20 years ago. Our employee ownership culture drives innovation and continuous improvement. This is why Moody's is seen as a leader in the industry in terms of environmental excellence.

**3. What could you, as Governor, do to support and encourage the kind of community level localism and ruralism that is succeeding in some Maine communities today? (Generally, localism supports local production and consumption of goods, local control of government, and promotion of local culture and local identity. Ruralism is the rural equivalent of new urbanism: creating walkable communities with a range of housing and job types.)**

We will promote and support efforts such as the Libra Foundation's investment in Monson as a model for downtown revitalizations in rural areas across our State.

Whether it is the more populated areas of southern Maine, or the rural areas of our state, we need to get serious about growing our economy. I am focused on continuing to lower taxes, streamline permitting while ensuring we have strong environmental regulations, and reducing red tape. Too often government gets in the way of the private sector, and inhibits our small businesses ability to create jobs for Maine people. We also need to have a coordinated marketing strategy to ensure we are attracting people who used to live in Maine, back to Maine. We have a unique opportunity to offer career upward mobility to young people in Maine because of our aging demographic. We need to share these opportunities with people who have left because Maine is such a great place to live and raise a family.

**4. How will your policies support regrowth of Maine's downtowns so that their heritage, unique rural character and economic value is safeguarded?**

I am focused on policies that promote economic development statewide. I view our economy in the aggregate. If we focus on promoting policies that strengthen our economy statewide resulting in a more jobs, and better paying jobs, this will be reflected in our downtowns. As I said before, I helped with the Comprehensive plan for Gorham and we protected our village. I recognize the character that a booming downtown adds to our communities, and it's important that this doesn't get lost. We see revitalization happening in our downtowns statewide whether it's happening in Waterville, Bangor, or Augusta. Public-private partnerships can be a critically important economic development tool in these efforts.

**5. How will your policy/action support a shift in focus for growth in our rural areas, such as the recent example in the Katahdin Region?**

I have concerns about the national park in the Katahdin region because the local communities were not supportive. We need to ensure these public lands continue to adopt responsible forest management practices, public access for four season recreation uses and focus on investment to improve tourism amenities especially in our rural areas. If we promote policies statewide that reduce taxes, and provide a stable and predictable regulatory environment, we can grow our economy. We need to capture the entrepreneurial spirit of our students, and show them that sometimes the best path for them is to run a business, start a business or for non-college bound students teach them the skills and a trade so they can have a great career and add to our economic vitality of our communities.

**6. Maine is a rural state, which makes efficient public transportation challenging. However, the lack of it makes it more difficult for many people to find and keep jobs and access affordable housing. What will you do to encourage funding and development of more transit solutions both in our rural and urban areas?**

We were recently made aware that the DownEaster was upgrading their fleet of locomotives. That will have a huge positive impact on pollution, noise and fuel efficiency. We would require "Dashboard" reporting from all departments, programs and agencies so we can identify

performance trends to justify spending and resources. We need to measure the overall economic and environmental impacts associated with the subsidies. I support increasing access to public transit where it makes sense. However, we must not forget, Maine is a rural state which presents its own unique challenges with transportation, and public transportation is simply not feasible in many rural parts of our state because there is not enough of a population center to support it and make it cost-effective. In our urban areas we just expanded our bus line to create trips to Gorham / Westbrook / Portland. We approved this through my work on the University System Board of Trustees. This will allow anyone (not just students) to travel between these communities for work, shop and for recreational purposes. You can live in Portland and actually work in Gorham without the need to own and operate a vehicle.

**7. What is your plan for sustainable funding to maintain/repair our transportation system to shift away from the current over-reliance on gas tax and general fund bonds each year?**

We need to look at eliminating redundancy in government to solidify a funding source for our infrastructure. As part of this, I would look at merging the Maine DOT with the Maine Turnpike Authority. It is important to ensure we don't have administrative overlap between the two systems. We can also eliminate duplication in physical buildings which would help our local property taxes by turning them over to private enterprises. We will incentivize local communities to remove duplication / administrative overhead.

**8. People-to-people connections are increasingly identified as a key determinant of individual health as well as successful community engagement. How would you encourage both our aging population and other Mainers to create connections within their community?**

I believe in collaboration, and am deeply involved in our community in Gorham so I recognize how important instilling a sense of community in people is. Gorham has been very kind and supportive to our family for decades, and I see community involvement as a way of giving back. I think we need to share our experiences and encourage our youth to get involved at a young age. I was lucky enough to start working at a young age which helped me connect to my community. I don't think our kids have the opportunities to connect with employers and find mentors at a young enough age right now. We need to reform our labor laws to help teenagers get back to work. When our teens go to work, it provides them opportunities to learn skills, but also connects them with adults in the community. Maine has an aging demographic, and connecting our kids with older people in the workforce can bridge the gap.

**9. Broadband infrastructure is critical to Maine's economic future and the personal well being of Mainers. Who should determine access to the internet – communities or companies?**

I think there is some great work occurring around broadband in Maine. I know that oftentimes our rural communities do not have robust access to broadband. However, fiber can be very expensive and it is often not cost-effective to make the investment in sparsely populated areas. I support looking at new technologies, specifically satellite, to provide access to broadband without the prohibitive costs of fiber. It is crucial to ensure our rural communities have access to broadband especially in our areas with established tourism sites.

**10. What are the pillars of your energy policy? How will you prioritize energy efficiency? How do you define renewable energy and what role will it play in your energy policy? Please touch on transmission as well as production and usage of energy.**

We need to lead with humility. There is no one person smarter than all of us and we'd be foolhardy to think we know what renewable energy initiative will lead in efficiency and scalability into the future. We don't have a crystal ball so it's critical we create a level playing field with everyone at the table. So, we will assemble a coalition of those in the energy sector to plan out a long-term energy strategy for Maine. We must stop picking winners and losers.

We need to approach this goal with two thoughts in mind. First, what are the most cost-effective renewable energy technologies? Second, what is the most environmentally friendly sources of renewable energy? These two principles will guide my administration in working with generators to determine the best long-term path for Maine to become a leader in renewable energy, while also focusing on reducing costs to Maine ratepayers. We need to ensure we are not burdening our businesses with higher electricity costs, as that can stifle job growth.

I believe it's important to embrace renewable technology which is exactly why Moody's partnered with the Maine Audubon. In Falmouth, Maine Audubon has constructed one of its largest solar arrays installed by a conservation organization in the state. Revision Energy installed the system, and Moody's partnered with the Audubon to collaborate on how to finance the solar system. As an investor, Moody's is able to take advantage of federal tax credits. Politicians talk the talk, we've walked the walk.

**11. What are your thoughts on the pros and cons of using property tax dollars as a basis for school funding. What are other options and how would they shape Maine's development patterns and our economy?**

The issue in Maine is not the amount of money we spend on education, it is how we spend it. I am deeply concerned about the increasing costs of educating our kids, and rising property taxes. I believe we need to abandon the status quo and embrace new ways of funding education. We need to look at reducing the amount of money we spend on expensive overhead and administration, and funnel the dollars where they belong - in the classroom. I support efforts to encourage regionalization by providing a competitive grant process for districts, rather than forced top-down consolidation efforts. We need to encourage municipalities to collaborate with schools to reduce redundancy. We can no longer afford to have a school facilities team, and a municipal public works team. We need to streamline these services to reduce costs and ease the burden on property tax payers. We will implement a comprehensive performance based review process like we did at Moody's back in 1992. That was 26 years ago. Think about that..... There is not a Best in Class organization in Maine that doesn't have an annual review process in place. Time to bring education up to speed so they can serve as a role model for their students whom by the way they give performance reviews to known to us as a report card.

**12. GrowSmart Maine facilitates people working together to reach better solutions for their communities. What will your administration do to build an effective relationship with the Legislature that listens and responds to the differing voices of Maine communities?**

I have spent my career building an organization and empowering my co-workers. I understand the complexity and significance culture has on productivity and moral. I believe that I have an innate ability and track record to collaborate with people and bring them around the table. The two values that govern my leadership style are trust and respect. As Governor, I would negotiate honestly with the Legislature so they have a sense of trust in me, and respect others point of view. If it tells you anything about my ability to bring people together - I was appointed to both the Community College System and the University of Maine System boards. I was appointed by Governor LePage and Senator Justin Alford testified on my behalf in support of my nomination. I know how to bring people together and build coalitions to get things done. Those two systems were siloed and bureaucratic. They competed for funding and competed for students. Today you can transfer credits across the systems, we eliminated 80 million dollars in administrative overhead and most importantly the two systems are collaborating and performing at a level never seen before. They are both focused on student outcomes and success. We had the vision to see the value in being on both boards and was able to build consensus across the education committee and ultimately the full legislator to make it happen.