

**1) What is your position on the appropriateness of using Public Private Partnerships (P3s) to provide government services in Maryland?**

The default position for all state projects must be public money for public goods and services. That said, I do think that P3s can be used in some circumstances to ensure best value for our dollars if we put in the appropriate protections for labor, environment, etc. For instance, there is a P3 in operation at the Port of Baltimore right now with Ports America and it has been very successful.

The P3 law needs to be amended to ensure that the largest P3s have added requirements and scrutiny. I was the Floor Leader for Del. Solomon's bill to rein in P3s and provide additional oversight (<https://mgaleg.maryland.gov/mgawebsite/Legislation/Details/hb0485?ys=2021RS&search=True>) and passed it successfully through the House two years in a row, defending it from Republican attacks, but the Senate failed to move it forward. As Comptroller, I will continue to advocate for this legislation. P3s should be used sparingly, but can make sense in some specialized circumstances (i.e. running a Port is not something that the State regularly engages in, whereas we build and maintain roads all the time).

**2) How can the Comptroller impact on the use of P3s by local and state governments in Maryland?**

The Comptroller can ensure that projects using state dollars always look out for best value and that includes ensuring labor and environmental protections. When adding up costs and benefits, it is rare that we will find that engaging in a large, complicated public private partnership will end up being the best value for Maryland residents and taxpayers. The Comptroller can ensure that (1) our procurement regulations reflect this reality (the BPW writes procurement regs), (2) we are working with our agencies to set guidelines around procurement that ensures we are measuring the true impact and cost of P3s, even if costs to the state are not direct (i.e. Marylanders themselves paying for services rather than the state), and (3) ensure that all BPW staff are working from a shared set of values and understanding on how to achieve best value for Marylanders, including ensuring that our dollars are always getting a double bottom line (both building a great new good or offering a great service, and that the contractor receiving the tax dollar is Maryland-based and we are not waiving MBE requirements.).