

The Vision

My vision for the City of Cambridge is simple; I want a better life for everyone, and I want everyone to participate in achieving that goal through open, honest government.

My vision is not so much about bridges, but more to remind us that we beat with one heart. We need a safe, healthy heart to bring the rich, colorful lifeblood of our diverse and talented community coursing through our schools, organizations, and safe neighborhoods to lift every resident of Cambridge.

I pledge to work with, and listen to, every member of the Council, organizations, and the public to achieve clear, evidence-based goals, that are developed through community input and consensus.

I believe we need more:

- Community Input
- Transparency in Government
- Healing divisions to bring us back to one community
- A Thoughtful Plan to Improve Overall Quality of Life in Cambridge
- Enhanced Ethical Standards and Accountability
- Comprehensive Professional Public Safety
- Incentives for home ownership, upkeep of rental properties, business investment
- Employment opportunities through partnerships, grants, business outreach

The Strategy

Community Input

I believe in government “by the people; for the people” and I will work to achieve this goal for the people of Cambridge to shape their own destiny as a united community. As Mayor I will ask the Council to join me in holding public forums and town hall meetings where residents can ask questions and get answers in a civil and respectful manner. I want to make sure that we have committees to explore opportunities and understand challenges. I want our administration to develop online surveys so we know what direction the community wants to go, can let us know what we are doing right, and let us

know what we are doing wrong so we can take corrective action. I want to explore options both online and with television providers to make our town meetings more accessible to those who cannot be there in person; because it is important for the community to know what their government is doing for them.

Transparency in Government

As Mayor of the City of Cambridge, transparency and accountability will be the pillars of my tenure. I believe that every action of the Mayor and Council should be honorable enough to bear public scrutiny and there should be no barriers to obtaining public information. With my background in information technology, I will propose that deliberations and actions are easily accessible online, and insist that any personal agendas or business dealings that might create an appearance of a conflict of interest are brought into the light and explained to build the public's confidence in their government representatives. It is imperative that we demonstrate good faith and respect, and that we communicate to the people that we value open dialogue and open public records for the transparency that is foundational to open government. We must acknowledge and appreciate the contributions and opinions of others. Together we can build a foundation of trust and loyalty that nurtures a stronger community.

Healing Divisions

It seems that there has been an effort to divide us; racially, economically, and culturally. Cambridge has traditionally been a community of strong faith with many churches, and service, Veteran, and community organizations. Together, parents and kids enjoy the teamwork and spirit of youth sports that enable diverse neighborhoods to come together, build a community for each generation, and lay a foundation of trust. As the kids get older and become the leaders of their hometown, they are able to work together for the benefit of everyone, not just a special interest group, because they have a long history with each other and have already participated in teamwork growing up. That is our history, and I believe together we can again strive for, and work toward, a unified community.

Quality of Life in Cambridge

My commitment to you is not that certain things will happen; only that I promise to work very hard for you. I will push for, and try to make Cambridge a better place for every single resident and the community as a whole; to make progress toward a brighter, and more importantly, a secure and safer future.

It is my belief that everyone in Cambridge should have the opportunity to live in a safe neighborhood with clean streets and a comfortable environment.

How can we achieve this? It takes a multi-pronged approach, starting with attitudes, responsibilities, and accountability, and maybe this is enhanced through incentives and guidelines.

- Property values are based on the whole city, not individual neighborhoods. Increasing values will bring a more desirable environment for home sales, tourism, and new business investment. Increasing the tax base reduces the tax burden on individual homeowners and small business. But it can't be in isolated areas, we need to lift everyone in every neighborhood.
- This can start with homeowners and landlords incentivized to protect the value of their investment while being accountable to their neighbors and tenants by doing regular maintenance and keeping properties maintained, clean, attractive, and safe.
- As Mayor, I would seek grant money, assistance partnerships, and matching funds for painting, repairs, beautification, community spaces, and any other opportunities to protect and raise the value of property in our community.

Rescue Fire Company serves every single neighborhood in Cambridge with equal dedication to keeping every resident as safe as possible at the worst moments of their life. On Saturday, August 14, 2021, Rescue Fire Company will host the 41st Annual Seafood Feast-I-Val at Sailwinds Park. Each year this family event gets better, features a kids' booth, a car show, music, and arts & crafts, and the best food anywhere, and the money supports the people of Cambridge directly and helps fund the all-volunteer Rescue Fire Company. A Taste of Cambridge is another effort to bring our people and businesses together as one community. The Iron Man competition has brought outside interest and revenue and a diverse group of athletes and volunteers together, even with people from other countries now looking forward to coming to Cambridge each year. Countless volunteers work tirelessly to make life better for our children, disabled, elderly, sick, unemployed and underemployed, families, and people at risk.

We are a community with heart. We need to be reminded, and remember, and celebrate that heart.

As Mayor of the City of Cambridge, it would be my pledge to try to unite us, our groups, and special interests, to bring us back together as one community with common goals, decided by the community. One individual or group should not be telling another what is best for them. Let each person and group speak for themselves and work toward consensus in open, public forums.

Enhanced Ethical Standards & Accountability

The City of Cambridge needs to enforce State ethics standards, disclosures, rules, and open reporting. Campaign financing, conflicts of interest when making decisions, recusal standards, business involvements, actual residence – the place where a taxpayer-paid elected official lives and sleeps each night, need to be clear, concise, implemented, and enforced. There should be significant penalties for fraud as a disincentive to deceive the people of Cambridge. Without rigorous standards imposed on ourselves, how can we expect better from those watching us?

Comprehensive Professional Public Safety

Rescue Fire Company was founded in 1881. At the age of 14 I became a volunteer and worked my way through the ranks to Captain. As a young teenager, it was the singular experience that became the foundation for my career and dedication to saving lives and pursuing comprehensive safety for everyone in Cambridge and Dorchester County. Because it is solely a volunteer organization, it has saved the taxpayers of Cambridge an enormous amount of money, which has helped control taxes. If we lose those volunteers and have to go to paid fire protection the costs to taxpayers would result in a tax increase of up to 50% or more.

Therefore, the City needs to be a better partner to keep it viable, and to improve recruitment, retention, and training. We need to make certain that the equipment is not outdated and always in need of costly repairs. We need to be good stewards of taxpayer's money and institute a scheduled rotation of fire engines and emergency vehicles that are routinely well-maintained and meet the needs of our City's architecture to be able to put fires out as quickly and efficiently as possible to save lives and structures. **This cannot, and should not, be a political issue.** Safety is a life issue for everyone.

As Mayor I will ask the Council to join me in brainstorming and pursuing opportunities to **support our volunteer firefighters and all of our emergency responders.** The City has a stake in having an appropriate number of current, well-maintained, suitable firefighting vehicles and appropriate equipment and training. In addition, because these firefighters provide this service for no pay, I believe the City would be wise to provide other incentives to entice volunteers to live in the City limits and join either as a firefighter or as an honorary member.

As Mayor, I will initiate the exploration of incentives that have been successfully established in other communities. An efficiently and professionally run fire department will **reduce home insurance costs**, because a well-prepared fire company can get to and **put out a fire more quickly**, keeping damage and cost of repairs to a minimum. Homeowners' Insurers factor in their evaluation of the local fire department when they set your rates. A strong, well-equipped fire department, with access to water sources by way of working, updated fire hydrants, proper height ladders to quickly access multi-storied buildings, and a well-trained firefighting force, supported by an updated 911 and well-connected multi-agency emergency radio system, along with emergency medical teams and law enforcement for traffic control and response teams, are aspects that an insurance underwriter analyzes when setting a community's insurance rates. A lower insurance rate not only saves property owners money, but also enhances your home's value for prospective buyers and that makes the entire community more appealing for new business investment, and for teachers, health care professionals, artists, musicians, and a diversity of talent that makes a community more engaging and vibrant.

Our Community, Our Safety, Our Heart

We are living in an extraordinary, and historic, period of time, with the first pandemic of our lifetime, social unrest, and organized racial and cultural division. It will take all of us committed to keeping Cambridge a safe sanctuary for everyone. Our local police play a vital role in our overall safety and we need a strong partnership among police, government officials, schools, community leaders, church groups, and families in our neighborhoods. I have faith in us.

In order to attract the kind of police officers we want to give responsibility to for our protection, we have to ask ourselves, "why would the best people want to serve in Cambridge?" What would be an incentive for someone, a person smart enough to be gainfully employed in a safer and more pleasant and more lucrative field, to leave their home and family every day with no certainty for their own safety, no certainty they will return home?

As Mayor of the City of Cambridge, I will ask the Council to join me in exploring all the pros and cons of a Resident Officer Program that would encourage officers to live in and be part of the community they serve. We would need to evaluate salaries, benefits, possible bonus for extraordinary

community service or mentoring or being a buddy to a disadvantaged student or a child who has been victimized who doesn't have a strong male or female figure in their life. I would also ask the Council to consider adding new, and enhancing existing, City sponsored programs to bring police officers to organized events where they can interact with at-risk youth, with our teenagers, and with our young children to change the perception that they should be feared, and reinvigorate the community-oriented police program where, over time, they can become looked upon as helpers and protectors; not as enemies.

Incentives for Home Ownership

Home ownership is a goal for many families and young adults, and it can help bring stability and strength to a neighborhood. As Mayor, for those seeking to own their own home, I would ask the Council to consider ways to create incentives and pathways from renting to ownership. I believe this would give our children and young families security, a way to grow personal wealth and pride in their home, and a personal stake in Cambridge to bring it back to what I remember as a good place to grow up, raise a family, and retire.

As Mayor, I would ask the Council to join me in an effort to investigate these programs and possibly partner to add additional City incentives for any kind of program that would make home ownership a reality for more Cambridge families.

(There are many State and Federal programs to help people become homeowners, some are targeted to teachers, or law enforcement or for rehabilitated homes or designated neighborhoods. One program is called the Good Neighbor Next Door * program and it provides Flat 50% discount on your new home's value for K-12 teachers, emergency technicians, firefighters and law enforcement officers for homes located in a "revitalization area.")

The "Good Neighbor Next Door" program is for emergency personnel and K-12 Teachers that pays for half of the home's value. To be eligible for this program, you must agree to make the home your primary living residence for at least three years. In addition, the house must be located within a "Revitalization Area," which the Department of Housing and Urban Development (HUD) designates. So long as you meet these terms, you can sell the home and hold onto any equity and profit three years down the line.

Upkeep of Rental Properties

All rental units in the City are already required to be licensed. As Mayor of the City of Cambridge, I will ask the Council to join me in working with landlords to legislate safety inspections of the units prior to new tenants moving in, or at least annually, to assure they meet **life safety code** requirements.

Maryland has many laws and options intended to protect renters. Therefore, to enhance the tenant's knowledge, as Mayor, I will ask the Council to join me, in partnership with landlords, to legislate a required blanket disclosure that would be given to each new tenant that explains steps to take, procedures, laws, timelines, and resolutions regarding landlord-tenant disagreements.

Employment Opportunities & Business Investment

Employment provides for the basics of food, shelter, clothing, healthcare, transportation, and a sense of security. It also strengthens personal dignity offering an opportunity to build a better future for ourselves and our families. Sometimes we need a hand up, a good reference, a lead, training, an apprenticeship, or an internship. Sometimes we need more help.

We know employment opportunities are fundamental to the success of any community, so let's start by partnering with the Maryland Department of Business and Economic Development and perhaps the Maryland Film Industry Coalition – we certainly have been blessed with an extraordinary landscape, waterfront, large body of fresh water and watermen and sailors fit for any movie; a dark sky with low ambient light to see the glorious stars at night and spectacular sun rises and sunsets over the marshes and lighthouse, as well as a small hometown business district with historical architecture. Films mean money and jobs, from technical support, to food for cast, along with lodging and recreation, to local people being paid a daily rate to work as extras as well as property owners being paid to use their home or business as a location or backdrop. We have farms, horses, historic churches, wildlife in the fields and running across our highway, ospreys, eagles, blue herons, swans and ducks all within one square mile – let's preserve what makes us unique and special while allowing our blessings to help support our community.

As Mayor of the City of Cambridge I will ask the Council to join me in investigating, identifying qualifying organizations and people, and applying for State, Federal, and Private Industry programs to bring jobs and opportunities to Cambridge.

One program to investigate would be for Small Business Innovative Research/Small Business technology Transfer Grants. (SBIR/STTR)

“The Federal and State Technology (FAST) Partnership Program, which provides one-year funding to organizations to execute state/regional programs that increase the number of SBIR/STTR (proposals leading to an increase in the number of SBIR/STTR awards. FAST currently provides \$3 million in total funding (up to \$125,000 per applicant) for outreach, financial support, and technical assistance to next generation research and development (R&D) focused small businesses. The program places particular emphasis on helping women, socially/economically disadvantaged individuals, and applicants from underrepresented or rural areas compete in the SBIR and STTR programs.

Eligible applicants for FAST funding include state and local economic development agencies, Small Business Development Centers (SBDCs), accelerators, incubators, Women’s Business Centers, Procurement Technical Assistance Centers (PTACs), colleges, universities, and more. Only one proposal is allowed per state, with an accompanying letter from a state’s governor or equivalent.”

There are many programs that incentivize employment and business development, but we need to have the will to identify a group in Cambridge and empower them to search for these opportunities on our behalf for the people of Cambridge.

Let’s go find them!

I am committed to the community and dedicated to progress; are you? With your support and your vote, I can be your voice, your partner to make Cambridge a community we are all happy and proud to call home.