



Making Government Work for You

Government works best when it listens to the people it serves – and then delivers results you can see, feel, and measure.

I've spent the last seven years on County Executive Pittman's team, and I've seen what our county government does well. We have dedicated public servants working hard every day. We've improved community engagement through initiatives like our Budget Town Halls, and we've made real progress on modernizing outdated systems.

But I've also seen where we fall short. Departments working in silos. Residents bouncing between agencies to get answers.

I'm running to build on our progress and continue with efforts to make it work the way it should – proactive and responsive, transparent and accountable, focused on the tangible impacts on your daily life rather than political performance.

Here's how.

1. Putting Your Voice at the Center of Government

Anne Arundel County government always works better when we take the time to listen to our residents. That's not just a value – it's a management strategy. Constituent feedback is one of the most important sources of information we have for setting priorities and shaping policy. We need to treat it that way.

- **Continuing and Expanding Budget Town Halls.** The charter requires two public budget hearings a year. We've been holding eight – with elected officials

there to listen and absorb feedback. I'll continue that practice and build on it, using the information we gather to directly inform budget priorities.

- **Mandating Hybrid Access for All Boards, Commissions, and Council Testimony.** If you're a working parent, a senior with mobility challenges, or someone who simply can't make a Tuesday evening meeting in Annapolis, you should still be able to participate in your government. I'll continue the recent directive that all county boards and commissions operate in a hybrid format, and push for the County Council to allow hybrid testimony at its meetings.
- **Creating a Public Tracker for Boards and Commissions.** Our county has dozens of advisory boards and commissions that issue recommendations every year. Too often, those reports go into a filing cabinet. I'll create a public tracker so residents – and the boards themselves – can follow whether their recommendations were adopted, modified, or ignored, and why.
- **Using Constituent Services as a Policy Tool.** Constituent services aren't just something we do to solve individual problems – it's one of our most important sources of data. When we see the same issue coming up from communities across the county, that's a signal. I'll make sure we're analyzing constituent services data in the aggregate, identifying trends, and using them to drive policy.
- **Empowering Community-Level Solutions.** Not every problem requires a countywide solution. When a community in Crofton is dealing with boat trailers parked alongside public roadways, it's OK to give that community a say in whether they want stricter local parking ordinances – without imposing the same rule on Pasadena or South County. When we hear ongoing concerns from communities, we have to take them seriously and find creative, locally appropriate solutions.
- **Building a Volunteer Corps for Vulnerable Neighbors.** I'll establish a countywide volunteer corps to support elderly and disabled residents, especially during extreme weather events. Neighboring jurisdictions have models we can learn from and adapt for Anne Arundel.

2. Breaking Down Silos and Delivering Results

Here's something most people don't realize about county government: our departments often work in isolation, even when the problems they're solving require collaboration. The department that repaves roads isn't the same one that paints bike lanes. The office that is in charge of pedestrian safety isn't the one that controls traffic engineering. And our constituent services systems don't talk to each other. That has to change.

- **Cross-Departmental Performance Goals.** I'll implement Key Performance Indicators that are shared across departments and focused on the outcomes residents actually experience. This is a fundamental culture shift: instead of each department setting its own internal metrics, we'll set collective goals and ensure collective accountability.
- **Don't Fix The Same Road Twice.** The Department of Public Works handles road repaving. The Department of Transportation handles painting bike lanes. It's much more efficient to paint on bike lanes while you're repaving the road than to treat them as two separate jobs. But right now, our departments don't coordinate to ask "We're repaving this road, does it need a bike lane painted too?" I'll work to get our departments coordinating better.
- **Executive-Level Coordination on Cross-Cutting Issues.** For priorities that span multiple departments – transportation safety, permitting, reentry – I'll assign deputy Chief Administrative Officers or senior staff from the County Executive's office to coordinate shared goals. This doesn't require new positions; it requires using the leadership positions we have to ensure everyone is pulling in the same direction.
- **Values-Driven Decision-Making.** Too often, our processes are driven by technical manuals that don't reflect what our communities actually need. When a neighborhood in Severn asks for a speed hump to protect their kids, the answer shouldn't depend on whether traffic happens to be fifteen miles over the limit according to an engineering formula. We need to make sure our decision-making processes reflect community values and the results we want to see – not just inherited standards that were never designed with our residents in mind.

3. "No Wrong Door": Government That Works for You, Not the Other Way Around

When you need something from county government – a permit, a service, a question answered – you shouldn't have to figure out which department to call, navigate between disconnected systems, or tell your story three times. We should meet people where they are.

- **Unified Constituent Services Tracking.** Right now, different departments use different systems to track constituent issues. If you call about a road problem, that system doesn't talk to the system that handles water billing or social services. I'll work to move all constituent-facing services to a shared CRM platform so that when someone reaches out for help, every part of county government can see the full picture.

- **Centralized Intake and “No Wrong Door” Service.** When someone comes in to access a service from any department, they should be connected to everything they’re eligible for – not just what they happened to ask about. Counties across the country have implemented “no wrong door” approaches where a single point of contact can flag other programs and services you qualify for. I’ll bring that model to Anne Arundel.
- **Explore Using AI to Improve Service Delivery.** As artificial intelligence tools mature, I’ll explore how AI can help flag services residents are eligible for, streamline intake processes, and reduce the burden on both residents and staff. Technology should make government easier to navigate, not harder.
- **Faster Permitting Through Better Staffing.** Our permitting process is just too slow, in part because project managers are juggling too many projects at once. I’ll invest in additional project managers so that permits move through the system at the pace our residents and businesses deserve.
- **Modern Payment and Financial Systems.** We’ve already made progress: the county has updated its purchasing and financial software so residents can now pay with Apple Pay, Google Pay, and set up recurring payments. I’ll keep building on that progress, making sure our technology keeps pace with what residents and businesses expect from modern government.

4. Fiscal Responsibility That Sees the Whole Picture

Anne Arundel County doesn’t have a wasteful spending problem – our latest audit found just 0.03% of the county budget that could be cut without reducing services. What we need is smarter decision-making about how we raise and invest public dollars.

- **True Cost-Benefit Analysis, Not Just Fiscal Analysis.** Too often, we evaluate investments through a narrow fiscal lens – what does it cost this year? – rather than asking what it’s worth over time. For instance - [we made the wrong decision about Discovery Village](#) because we said “we’re paying too much for a boat ramp.” But we didn’t consider that we could do so much more with the property - opening a park, creating a hub for the maritime industry - that would have saved, not lost, money in the long run. I’ll institutionalize genuine cost-benefit analysis so that our budget decisions account for long-term impact, not just short-term line items.
- **Advocating for Progressive Taxes at the State Level.** I want to hold steady or cut taxes for working- and middle-class families while raising them very slightly on our wealthiest residents to pay for better services. For instance: a \$5 million waterfront mansion on Gibson Island pays the same property tax rate as a

\$250,000 condo in Glen Burnie. I'd like to keep 99% of residents' property taxes right where they are - some of the lowest in the state - while raising the property tax by 0.1% on mega-mansions worth millions. But state law won't allow it. I'll push to change the law to allow progressive property taxes. I know it's possible, because I was part of the team that convinced the state to allow counties to institute a progressive *income* tax. Now, people who make over \$400,000 pay a slightly higher income tax rate, which has allowed us to keep middle-class taxes lower while increasing services.

5. Strengthening Our Democracy

I'm running a people-powered campaign because I believe our democracy works better when elected officials are accountable to communities, not big donors. That principle doesn't stop on election night.

- **Fully Funding Public Campaign Financing.** Anne Arundel County's public financing program is working well so far, and I'll work to shore it up and increase its funding. When a \$5 grassroots donation becomes \$35 and \$50 becomes \$350, it amplifies the voice of everyday people and ensures campaigns can run on community support.
- **Pushing for Ranked Choice Voting.** Ranked choice voting gives voters more choices, reduces negative campaigning, and produces results that better reflect what the majority of residents actually want. I'll push for its adoption in Anne Arundel County.

Governing isn't about how many bills we pass or how many press conferences we hold. It's about tangible impacts on the lives of the people we serve. That's the measure of success I'll hold myself to.