

Candidate for City Council – Responses

- 1. What motivated you to run for council/re-election, what parts of your professional and personal experience qualifies you to serve, and what measurable outcomes should voters hold you accountable for if you are elected?**

My guiding principle is the conviction that “to whom much is given, much is required.” I have lived out that commitment through service to my nation in combat, mentoring young boys and their families, and teaching students with diverse and individualized learning needs. Over the years as both a soldier and an educator, I have been trained to assess situations, analyze data, and develop strategic plans, always prepared to pivot as circumstances demand in order to achieve meaningful outcomes. I now seek to bring those skills and experiences to a broader mission: serving the people of Cincinnati. As a member of City Council, I will honor those who shaped me by leading with integrity, expanding opportunities, uplifting the vulnerable, and fostering a more connected, equitable, and inclusive city. I am tested by adversity, grounded in service, and ready to lead.

- 2. Last year the Cincinnati Futures Commission released its report containing recommendations that chart a fiscally sustainable path forward for the City and develop a community-informed economic agenda for the future.**
 - a. How would you accelerate the implementation of the Futures Commission, and which specific recommendations do you believe are the top priority for the City?**

The Futures Commission gathered invaluable insights from across Cincinnati’s business and residential communities—insights that must not go to waste. To ensure their recommendations lead to real results, I would advocate for the Council and City Manager to make this work a top priority. We must maintain momentum and continue moving forward to foster the growth and prosperity of our city.

Creating the Office of Strategic Growth would be my top priority. This dedicated office ensures all efforts align with a long-term vision rather than piecemeal decisions.

- b. Do you support the creation of the Office of Strategic Growth**

I support the creation of an **Office of Strategic Growth** within the City Manager’s office. A dedicated office signals a commitment to proactive, goal-driven leadership, ensuring that no day is wasted. Without this office, city leaders risk reacting to issues as they arise, which can delay progress toward achieving the Commission’s strategic goals.

c. Are there recommendations you believe the City should not pursue?

Passing the Burden to Residents: Many recommendations proposed fees and taxes as a method of balancing the budget at the expense of everyday citizens, who are already struggling with increasing living costs. Although there may come a time when this is required, I believe it should come later in the plan implementation.

3. The City's budget is constrained, with major obligations to the pension, public safety, and infrastructure. Please describe your budget priorities, including where you believe the City can save money and where the City should grow its spending. What tradeoffs would you be willing to make to fund your key priorities?

My budget priorities are first responders, because an unsafe city will lose residents daily. I am hesitant to make any tradeoffs given the seriousness of the matter.

To save taxpayer dollars and make Cincinnati government more efficient, I support a series of common-sense initiatives recommended by the Futures Commission that reduce costs while improving services. By enforcing the newly passed vacant building registry, we can hold property owners accountable and recover millions currently spent on vacant properties. Introducing "lift fees" for institutions that repeatedly use the fire department for non-emergency assistance will ensure taxpayers are no longer burdened with these avoidable expenses.

Similarly, charging reckless drivers for damage to public property like guardrails and streetlights—an approach already working in cities such as Columbus and Kansas City—will shift costs back to those responsible. We can also reduce expenses by restructuring park services, transferring certain properties to Great Parks of Hamilton County, while still maintaining community access. Investing in modern technology, including upgrades to the 311 call center, will streamline services and improve responsiveness. Finally, smarter fleet management—through strategic vehicle replacement and construction of a new garage—will lower long-term maintenance costs and strengthen city operations. Together, these initiatives will protect taxpayers, improve efficiency, and put Cincinnati on a stronger financial path.

4. Do you support an increase in the City's earning tax in the next Council term? If yes, how much would you increase it and what would you utilize the revenue for?

Not currently. In education, we often say, *"students don't care what you know until they know that you care."* The same principle applies when we ask citizens to support the city through increased taxes. Before requesting more from taxpayers, we must first demonstrate that we care, that we are doing our part, and that we are managing resources responsibly. When people see that their leaders are committed and accountable, they are far more likely to stand behind future requests and invest in our shared future.

5. The City has a number of external partners like REDI Cincinnati, The Port, CincyTech, Cintrifuse, 3CDC and others that help it achieve its growth goals.

a. Do you support continuing to provide funding to these organizations?

Yes, I believe the City of Cincinnati should continue supporting these organizations. Their expertise, private investment, and innovative ideas help drive economic growth and expand opportunities for our community. By working collaboratively and sharing a common vision, we can build a stronger, more vibrant city for everyone. I would be in favor of investigating new partners as the need arises.

b. Do you support continuing to fund the Affordable Housing Leverage Fund with the City's waterfall?

I support the Cincinnati Leverage Fund and Waterfall Fund as good governance. Both are smart, responsible tools to strengthen our city. The Leverage Fund expands affordable housing and supports nonprofits in arts, human services, and economic development. The Waterfall Fund ensures surplus dollars are invested wisely, protecting reserves, housing, pensions, operations, and capital needs. Together, these initiatives keep Cincinnati fiscally strong and future focused.

c. What actions would you take to support job growth and site development?

As a councilmember, I will support job growth and site development by fostering a strong business climate, streamlining zoning and permitting, and investing in infrastructure that makes sites ready for employers. I will champion workforce training and partnerships with schools, nonprofits, and businesses to prepare residents for good jobs. I will back small businesses, encourage public-private collaboration, and enhance quality of life with safe neighborhoods, housing, and amenities that attract growth.

6. Do you believe Cincinnati needs to grow? If so, what do you believe is Cincinnati's greatest opportunity for growth and what tools should City Council provide to make it successful?

Yes, Cincinnati must grow jobs and housing to support workers. Reports highlight strong opportunities in healthcare, technology, advanced manufacturing, and the arts. Cincinnati's healthcare industry, driven by major institutions, is the leading driver of job growth. While startups, manufacturing, and culture strengthen our economy, I believe healthcare should be the top priority, as it creates lasting careers and positions Cincinnati as a hub for innovation and opportunity.

As a councilmember, I will use every tool to support job growth and strengthen neighborhoods. I will support incentives for small businesses, housing, and

investment in neglected areas. I will advocate to streamline the development processes and remove unnecessary obstacles. By maintaining our strong partnerships and supporting growth opportunities, we can grow a vibrant, inclusive economy for all Cincinnatians.

7. Connected Communities was passed to increase housing supply through zoning reform. Do you support this policy? What additional zoning or land use changes, if any, would you support to add new housing in Cincinnati?

I strongly support Cincinnati's Connected Communities program because it takes a forward-looking approach to building a city that works for everyone. By encouraging more diverse, affordable multi-family housing options, prioritizing transit-oriented development, and reducing outdated zoning barriers, the program addresses the urgent need for housing while promoting smarter growth. Its focus on walkable, 15-minute neighborhoods will not only strengthen local communities and reduce dependence on cars, but also create a healthier, more connected, and more equitable city. This is the kind of thoughtful planning that ensures Cincinnati's future prosperity while preserving the character and vitality of our neighborhoods.

I do not have any other suggestions for growth areas changes. Between Connective Community programs and the recommendations provided by the Cincinnati's Future Commission the council will have numerous projects to support. I prefer to build on what's already in place rather than start from scratch

8. In 2021 the Chamber released *Embracing Growth*, which laid out a number of policy recommendations. Since then, Council has considered a number of policies to increase housing supply.

a. What specific actions should Council take to expand housing of all kinds across the City?

The city is already pursuing several strategies to expand alternative housing options, including the Connected Communities plan to increase middle housing, the Affordable Housing Trust Fund, and revised tax incentives. The next step should be exploring new funding sources to expand capital for housing development, as recommended by the Cincinnati Futures Commission.

b. Would you restore the residential tax abatement program if presented with evidence that housing production has slowed?

If the evidence shows that development has slowed since the tax incentive program began, I will consider making targeted adjustments to the tax incentives rather than a full restoration of the tax abatement program which was thought to be not as inclusive of a program. One suggestion might be to give stronger incentives to those stalled areas.

c. What role do you believe that TIF districts should play in advancing the City's growth agenda? How do you think TIF funds should be utilized? What role should City Council play in prioritizing their use?

The role of a TIF district is to help use the new tax revenue paid by a developer to pay for improvements in the same area, helping attract projects, create jobs, and grow the local economy.

TIF funds should be used to support projects that directly benefit the community. This includes improving public infrastructure like streets, utilities, and parking, as well as investing in affordable housing. Just as importantly, these funds should be spent transparently and strategically to deliver real community benefits, not simply to subsidize developments that would have happened anyway.

The role of the City Council should be to focus on creating new TIF districts and decide how funds are spent based on clear city goals, like bringing development to underserved areas or supporting big transit projects. They also need to make sure spending is open and transparent, with community councils and the public included in the process.

d. How would you improve the city's permitting and development process? The city can improve its permitting and development process by making it faster, clearer, and more efficient. Expanding online tools can speed up simple projects while freeing staff to focus on larger ones. More training and support staff, such as small business facilitators, would also help. Clear and consistent guidelines, plus pre-application assistance, can reduce uncertainty and save developers time and money.

9. A number of development projects and policies in the last Council term have sparked debate over density, affordability, and neighborhood character. What responsibility does City Council have to advance pro-growth housing policy when individuals, advocates, or neighborhood organizations oppose specific projects, and how should Council weigh the importance of population growth and citywide housing needs against localized opposition?

City Council must balance citywide needs with neighborhood concerns. Growth brings jobs, affordability, and a stronger tax base, but also raises questions about density and character. By streamlining rules, removing barriers, and encouraging diverse housing options, council can meet future demand. At the same time, it must address valid local concerns, push back against misinformation, and educate residents on how affordable housing supports stability, prosperity, and stronger communities.

10. The Chamber believes economic incentives have been essential to Cincinnati's growth. What role do incentives play in Cincinnati's future growth, and which types of projects do you think most warrant increased incentives?

Going forward, I believe incentives should be targeted to projects that deliver the greatest public return. That means prioritizing developments that create good-paying jobs, expand affordable housing, and revitalize neighborhoods that have historically been overlooked. Incentives should also support businesses that are homegrown or minority- and women-owned, so we strengthen local entrepreneurship and make growth more inclusive.

At the same time, accountability is essential. Incentives must come with clear expectations, measurable community benefits, and transparency so residents see how their investment pays off. When used strategically, incentives are not giveaways—they are investments in Cincinnati's long-term prosperity and equity

11. Cincinnati's economy depends on attracting and retaining talent. What role should City Council play in ensuring we grow a skilled workforce and remain attractive to young professionals and families?

To keep Cincinnati competitive and vibrant, we must make our city a place where young professionals want to live, work, and thrive. First, we need housing and transit that meet their needs—affordable, walkable neighborhoods with easy access to jobs, transit, and cultural amenities. Second, we should focus on growing jobs in high-potential sectors like tech, clean energy, advanced manufacturing, and healthcare, so Cincinnati can compete for the best talent. Finally, we must foster a more inclusive and welcoming community. Young people are drawn to cities that reflect their values, and we need policies and investments that ensure diversity, equity, and a strong sense of belonging. Cincinnati already has incredible assets—an affordable cost of living, rich culture, and a strong community—but if we act now, we can secure our future by attracting and empowering the next generation of leaders

12. Violent crime, quality of life issues, and residents' perception of safety are all pressing concerns in Cincinnati. What short- and long-term strategies or policies would you champion to improve actual safety and strengthen the community's sense of security, especially in the urban core? How would you measure success in both areas?

I believe every Cincinnati neighborhood should be safe and welcoming. That's why I support smart short-term strategies, visible policing focused on high-crime areas, rapid city responses to issues like trash and blight, and programs that stop violence before it starts using trusted community messengers. Technology and stronger victim services will also help protect residents and speed responses.

At the same time, we must implement long-term strategies to address the root causes of violence. Investing in youth programs, job training, and neighborhood improvements gives young people opportunities and strengthens our communities. Expanding community policing, civilian responder programs, and hospital-based interventions ensures residents get the right help when they need it.

By acting quickly on immediate threats and investing in long-term solutions, we can make Cincinnati safer today and build stronger, thriving neighborhoods for the future.

To measure our success in reducing crime the council should track key indicators as well as listening to our community. We will monitor violent and property crime rates, shooting incidents, and high-risk areas to see if our programs are working. We will evaluate emergency response times and case resolutions, while tracking repeat offenses to ensure justice and rehabilitation are effective. Beyond the numbers, we will gauge residents' sense of safety through surveys, focus groups, and community feedback, while measuring participation in neighborhood engagement programs. True success means not just fewer crimes, but neighborhoods where people feel safe, supported, and connected

13. What is one concrete way you would engage business leaders to improve public safety outcomes, and how would you ensure accountability

I would engage business leaders by building partnerships that support community safety programs such as job training, youth outreach, and neighborhood improvements. Safer streets benefit everyone, and businesses can be key allies in making that happen. To ensure accountability, I'd set clear goals, require transparent reporting, and track measurable results so the community sees real progress. This way, investments strengthen both public safety and economic vitality across Cincinnati.

14. Cincinnati's small businesses are the lifeblood of neighborhood business districts. How would you support long-term and new small business entrepreneurs?

Small businesses are the backbone of our neighborhoods. I'd support new entrepreneurs by expanding access to capital, streamlining permits, and growing mentorship. For long-standing businesses, I'd invest in tools to help them adapt—like façade grants, workforce training, and technical support. I'd also ensure minority- and women-owned firms have fair access to city contracts, while improving safety, infrastructure, and walkability so business districts remain vibrant places to live and work.

15. What is one existing barrier to growing small, minority, or women-owned businesses in Cincinnati, and what is the City's role in removing that barrier?

One of the biggest barriers facing small, minority-, and women-owned businesses in Cincinnati is unequal access to city contracts. Despite making up a significant share of qualified firms, they continue to receive a disproportionately small percentage of contracting dollars. This limits their ability to compete, scale, and reinvest in their communities. The city plays a direct role in removing this barrier through the Department of Economic Inclusion. By certifying Minority, Women, and Small Business Enterprises, the city ensures these businesses gain visibility and greater access to opportunities. Cincinnati has also established data-driven inclusion goals, requiring a fair share of work on larger contracts to go to minority- and women-owned firms. As a council we must oversee the work being done to verify the goals are being met.

16. The City funds arts, cultural institutions, and major events in different ways. Which types of cultural or tourism investments do you believe should be prioritized, and how would you pay for them?

Cincinnati should prioritize cultural investments that celebrate diversity, support local arts, and drive tourism, such as neighborhood programs and major events. Funding can combine public dollars, private partnerships, and tourism revenues. By focusing on measurable outcomes—like visitor growth, neighborhood vitality, and arts access—we ensure investments strengthen both the economy and community.

17. Solving major policy challenges, delivering efficient public services, and funding critical infrastructure projects requires the City to work with county, regional, state and federal leaders, some of whom are from different political parties. How will you engage these leaders to support the City's needs?

To engage leaders across political lines, I would build strong relationships, maintain open communication, and work closely with staff. I'd focus on shared goals like infrastructure, economic growth, and public safety, using data-driven proposals, regional collaboration, site visits, and coalitions with businesses and community groups to secure support and funding. By framing initiatives around common benefits and providing clear evidence, the City can advance critical projects efficiently despite political differences.