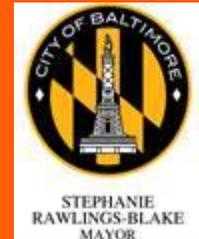




BALTIMORE, MD

Mayoral Fellowship 2014



July 8th, 2014

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Official Fellowship Newsletter

by Andrew McGregor, Jessica Clarke, Natasha Murphy and Jackson Houbolt

What disciplines are accepted into the Mayoral Fellowship?

The Fellowship accepts applicants from all majors and disciplines. The summer 2014 Mayoral Fellows are a diverse group, whose academic backgrounds range from English and Political Science to Business and Chemistry. The Fellowship program looks for accomplished and motivated individuals who will apply the unique tools of their educational background to address a wide variety of Baltimore's policy challenges, regardless of which agency they are placed in. Students from all fields are encouraged to apply!

What are the different agencies that Fellows can be assigned to?

The specific agencies that Fellows are assigned to from year to year depends upon which agencies submit projects for approval. Agencies that have received a Fellow in the past are: Department of Public Works, Mayor's Office of Information and Technology, Baltimore Police Department, Office of the Mayor, Recreation & Parks, Office of Human Services, Minority & Women-Owned Businesses, and many more!

What is the Baltimore City Mayoral Fellowship Program?

The Baltimore City Mayoral Fellowship is a 10-week competitive program that places Fellows in agencies based on their background, interests, departmental needs, and future career goals. Under the direction of their individual departmental supervisors, Fellows work on a specific challenge that Baltimore City is currently facing.

What activities do Fellows do outside of the office, and how do these activities aid in the success of the program?

Fellows have the opportunity to go on tours, do police ride alongs, and engage in team building exercises. These experiences provide the Fellows with a wealth of knowledge concerning Baltimore City while simultaneously allowing them to bond and form connections that can outlast their time with the Fellowship. The Fellows also have the opportunity to meet with high ranking Baltimore City officials, as well as the Mayor, giving them a chance to gain valuable insights from some of the most informed people working for the city.



Meet 4 current Mayoral Fellows

Jackson, Natasha, Jessica and Andrew are all responsible for putting this month's volume together. They each talk briefly about their past, present, and what they hope for in the future.

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Where do Fellows go for fun?

Part of the Fellowship program includes different trips to experience different parts of Baltimore.

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Meet the Fellows!

Andrew McGregor

Andrew is going to be a senior at Stevenson University in the Fall. During his next semester, he will finish up his Bachelor's Degree in Chemistry while working towards his Master's in Forensic Science. At Stevenson, Andrew holds many different jobs and positions such as: Resident Assistant, University Ambassador, Marching Band Coordinator, Orientation and Welcome Leader, Ultimate Frisbee Captain, and many more.

Andrew met the coordinator for the Fellowship Program at a Job fair and that is where it first sparked his interest. Upon receiving the job, he was placed into the Department of Public Works – Bureau of Solid Waste.

In the DPW, Andrew is currently working alongside the recycling coordinator to create and survey cities nationwide in order to

increase accuracy of recycling participation data city wide for the future. With this project, he is also setting up focus groups in the Municipal Trash Pilot Program areas to better assess why members of the community do not recycle and also to educate them on the benefits of recycling.

After finishing the Fellowship Program, Andrew hopes to finish out his next two years

of school and obtain his Master's degree. Upon Graduation, Andrew's dream job would be a Forensic Entomologist for the FBI. Andrew has lived in Maryland his whole life and would love to continue to stay here and work in the city. The Fellowship has given him an unreplicable insight into how cities are run.



Jessica Clarke

A Baltimore native, Jessica Clarke earned a B.A. with honors in Political Science from Williams College, Massachusetts in 2010, where she also minored in French, competed on the track and cross country teams, and was actively involved in student government. She spent two summers during her college career working with inner city students in Baltimore as a reading tutor for Superkids Camp. The difficult circumstances faced by her students left her with a strong desire to improve the quality of life in Baltimore.

Her decision to pursue a career in community development was further reinforced by her service in the Peace Corps Environmental Program in Cameroon, West Africa after graduation. Posted in a remote Northern village for two years, she worked with a local Cameroonian NGO to train farmers in soil conservation and reforestation strategies, as well as to design a trash collection system for her village. The experience of working as a liaison between village leaders and community groups to create sustainable change inspired her to apply to the Mayoral Fellowship upon her return to Baltimore.

Placed in the Codes and Permit Enforcement division of the Department of Housing and Community Development, Jessica is working on the monitoring and evaluation of the Vacants to Value (V2V) initiative to reduce blight in Baltimore. She will be interviewing stakeholders in V2V target areas to identify developer and homebuyer incentives for vacant ownership, as well as conducting a statistical analysis of the V2V impact on

neighborhood property values and city migration patterns.

Jessica is a rising first-year Masters student at Georgetown University's McCourt School of Public Policy. She hopes to pursue a joint law and public policy degree and then return to have an impact in Baltimore, either through non-profit management or by seeking public office.



Jackson Houbolt

Jackson Houbolt is a Baltimore native who graduated cum laude with a Bachelor's degree from University of Maryland Baltimore County in the Spring of 2014. He is an aspiring entrepreneur who studied English on the communication track with an Entrepreneurship minor.

Jackson opened his own residential landscaping business in 2009 which he then operated for four summers. He spent time volunteering abroad in South Africa where he helped mentor impoverished children from townships, with an emphasis on warning the children about the dangers of joining a gang.

After interning at the private government contracting company TargetGov at the beginning of 2014, Jackson applied to the Baltimore City Mayoral Fellowship program to add to his professional experience and individual growth. He has been placed with the Department of Public Works where he will spend the summer developing a marketability analysis for a stormwater banking system. Jackson has enjoyed meeting the other members of the Baltimore City Mayoral Fellowship, and



receiving tours of City Hall and the Domino Sugar Factory.

As an individual who was born and bred in Baltimore, Jackson is excited to have a position where he can do beneficial work for his hometown. He hopes his project will result in a positive analysis that proves the plausibility for implementation of a stormwater bank in Baltimore City.

In the future, Jackson is planning to find work at a privately owned Baltimore corporation where he can gain valuable insights about the key factors that are necessary to operate a successful business. He ultimately aspires to one day be CEO of his own business in Baltimore City that will help stimulate the local economy.

Natasha Murphy

A daughter of Harlem, New York, Natasha Murphy is a Master of Science in Public Health candidate in Health Policy at the Johns Hopkins Bloomberg School of Public Health. In 2013, she earned a Bachelor of Science in Health Sciences, magna cum laude from Howard University.

As an advocate for public service, and a firm believer in government's ability to enact change via effective and informed policy, Natasha was immediately drawn to the Baltimore City Mayoral Fellowship: "The Fellowship presented an invaluable opportunity for me to translate my academic coursework into practical experience, while also allowing me to witness first-hand how local concerns can be adequately addressed through policy, planning and advocacy."

Natasha is serving as a Fellow in the Mayor's Office of Information Technology where she is conducting qualitative research for the Permitting Process Plant. The Plant Project is focused on overhauling the City's current



permitting and licensing infrastructure in an effort to improve citizen satisfaction, address inconsistencies, and optimize operating efficiency. The overhaul directly corresponds to the Rawlings-Blake administration's objectives of creating a more innovative government, fostering a stronger economy and contributing to the creation and maintenance of stronger Baltimore neighborhoods.

Thus far, Natasha has most enjoyed the visit to the Domino Sugar Factory. Natasha is looking forward to the opportunity to meet Mayor Rawlings-Blake, whose dynamic leadership she greatly admires.

Natasha strives for a lengthy and productive career as a public servant. She would like to serve as a health policy leader on the federal level, ultimately aspiring to be United States Secretary of Health and Human Services.

**Baltimore
Mayoral
Fellowship
Alumnus
Highlight!**



Daniel Ramos

Hometown: Bell Gardens, CA

Fellowship Year: 2013

Agency Placement: Baltimore City Fire Department

Project: Reducing at-hospital time to increase medic availability and response capability

Academic Background: Johns Hopkins University, B.A. in International Studies with a Minor in Latin American Studies

Current Employer: Baltimore City Fire Department

Why did you choose to participate in the Baltimore City Mayoral Fellowship (BCMF) program?

I actually moved to Baltimore from Los Angeles at a week's notice to participate in the program. I wanted to do hands-on policy work and create a useful product by the end of my time in Baltimore. I wanted the responsibility that BCMF gives you.

What did you accomplish by the end of your summer with BCMF?

I generated a series of policy proposals for the Fire Department on how to reduce at-hospital time or turnaround time for EMS staff. I created a list of contacts for the Fire Department to use to communicate with area hospitals and build relations with hospital staff.

How did BCMF shape your life and your career goals?

As a Fellow, you are essentially a consultant – you are given an end goal, but there's a lot of white space in between for you to fill. Eventually, I'd like to be a government consultant at the national level, but I think it's better to start with local government first. Right now, I'm continuing to work for the Fire Department, continuing the project I initiated through BCMF and working on expanding EMS services.

Do you have any advice for current Fellows?

I was invited to stay on with the Fire Department and actually implement what I had recommended. BCMF gives you an amazing platform, but be careful not to make policy recommendations that you wouldn't want to implement yourself. Some of the changes I suggested were hard to implement!

Domino Sugar Tour

By: Jessica Clarke

On a sunny Wednesday morning, Fellows found themselves staring in awe at mountains of white sugar over 60 feet tall. "Watch out, a sugar avalanche!" joked Fellow Jackson Houbolt. As their first field trip, Fellows traveled to the Domino Sugar Corporation's Baltimore refinery, one of the last major manufacturing plants still operating in the Inner Harbor. With a workforce of around 600, the plant produces more than 6 million pounds of granulated sugar daily to be sold and distributed in bulk, as well as specialized sugars such as confectioners, molasses, brown, and pharmaceutical grade. Their visit commenced with a PowerPoint presentation from refinery manager Stu Fitzgibbon, which provided a historical, political, and economic

context for the walking tour. The lively question and answer session that followed covered a range of topics including Domino's commitment to greening its facilities, labor union relations, the impact of price supports on sugar prices worldwide, marketing, Katie Couric's anti-sugar campaign, Domino's community outreach in Federal Hill, and long-term plans to make the plant more energy-efficient.

After their discussion with Mr. Fitzgibbon, Fellows were led by a plant operator and engineer to observe every stage of the sugar refining process, starting with the Willy-Wonka-esque raw sugar shed (which contains enough sugar to fill the ball park at Camden Yards to a 2 foot depth!) and the loading dock, where tons of sugar is unloaded from large freight ships onto a conveyor belt.

The packaging floor of the factory, one of the largest sugar packing operations in the world, offered the best example of the refinery's evolution from the industrial era.

There, Fellows were struck by the contrast between the building's architecture dating back to the early 1920s and the high speed machinery spitting out bags, boxes, and packets of sugar with minimal human supervision.

The tour finished with a steep climb via a series of steel ladders to the roof of the refinery. Every Fellow conquered their fears of heights (Fellow Drew Tildon even made the climb in stilettos!) to pose in front of the iconic neon "Domino Sugar" sign that dominates the Harbor East skyline in their hard hats and safety vests (see Cover Photo).

Overall, the trip provided fantastic exposure to Baltimore industry, and gave Fellows an inside look at how one corporation evolved and adapted with the Baltimore economy to produce 14 percent of the nation's refined sugar. According to Mr. Fitzgibbon, Domino Sugar will be "making life a little sweeter" in Baltimore for many years to come.

Baltimore City Police Ride-Along

By: Jackson Houbolt

On Wednesday July 2nd the Mayoral Fellows had the opportunity to go on a ride along with Baltimore City Police. The Fellows met at the Baltimore Police Department Headquarters on Fayette Street where they were given a safety presentation and introduced to officers that would be taking them on their ride alongs.

The Fellows were dispersed to separate districts, giving each of them an opportunity to experience different locations of the city. The officers were courteous in sharing their day-to-day work schedule with the Fellows.

The ride along was an eye-opening experience for many of the Fellows who delved into the crime stricken areas of the city. The police officers acted as tour guides, providing explanations for some of the challenges that Baltimore is facing. Fellows had a chance to follow the officers out of their vehicles and into official duty as they answered 911 calls.

Unlike in cop TV shows, it was not all action and adventure. The Fellows got a

dose of reality, witnessing officers peacefully handle a variety of situations, from traffic stops and minor drug violations to theft cases, attempted suicides and sex offense claims.

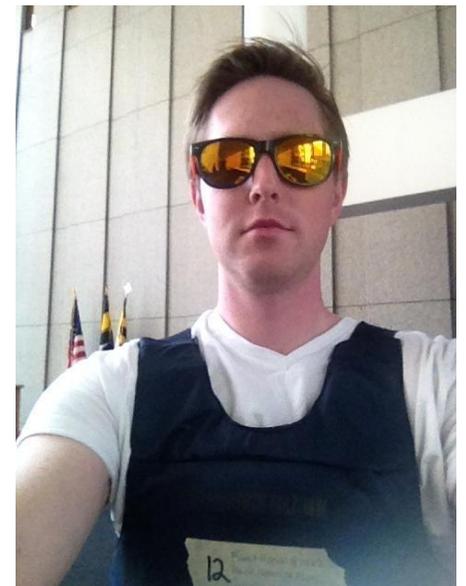
"It gave me a true look into what police work is like. Police work seems like all lights, sirens, and shootouts, but it was nothing like that in reality," said Mayoral Fellow, Andrew McGregor of his ride along.

One Mayoral Fellow had the opportunity to assist the Police Department with her ability to speak a language other than English. Jessica Clarke was able to help translate between a French storeowner and police officers as they handled a delicate situation. Mayoral Fellows to the rescue!

The Fellow ride along is designed to give each Fellow a unique opportunity to look into the police system of Baltimore and apply that to their project in their own way. Fellows who are looking into a legal field will get a different perspective than a Fellow who may be going into forensic work.

"People usually come on ride-alongs expecting some action"
-Officer Guerrero of Northwest District

All the activities offered by the Mayoral Fellowship are designed to provide assistance and insight as the Fellows complete their independent projects, and the ride along was no exception.



Drew Tildon - Baltimore, MD

“One of my favorite spots in Baltimore is Federal Hill. It’s one of the best views in the city and it’s a great place to sit and relax on a summer night. I love laying in the grass and looking out at the city, swinging on the swing sets, or just walking with a friend.”

Adam Mosey - Gorham, ME

“There are a million choices for good food in Baltimore, but the Shoo-Fly Diner in Belvedere Square is one of my favorites--good atmosphere, good service, and great food.”

Bill Joyner - Baltimore, MD

“Memsahib in Lexington Market is one of the coolest spots in Baltimore. The Indian buffet is tucked into a quiet corner of Lexington Market. Their food is amazing, the environment is peaceful, and the price tag is student-friendly.”

Jackson Houbolt – Baltimore, MD

“One of my favorite spots in Baltimore is the Pimlico Race Track. I grew up in walking distance from Pimlico and when I was a kid I use to sell refreshments to attendees as they entered and exited from the track. Once I was an appropriate age I began attending Preakness day with my buddies, which has become a tradition that brings all my friends together.”

Jessica Clarke - Catonsville, MD

“One of my favorite spots in Baltimore is the roof deck of my apartment on Fleet Street in Fells Point. From there, I can see the Inner Harbor skyline and hear the sounds of laughter and 70s rock from the neighborhood dive bar downstairs. My friends and I like to sit up there during the summer, grilling and people-watching.”

Fellows’ Favorites!

Fellows’ Favorites! is a new section specifically designed to highlight the different personalities of each fellow and their perception of Baltimore!

This volume’s question is:

Where is your favorite place in Baltimore, and Why?



STEPHANIE RAWLINGS-BLAKE
MAYOR

Shawtair Thompson – Baltimore, MD

“My new thing to check out this summer is the Baltimore Rowing Club. I really like picnics and Movies on the Hill is great place to have one. I also never miss Artscape. It’s really cool being surrounded by all that creativity and imagination!”

Natasha Murphy – Harlem, NY

“One of my favorite spots in Baltimore is Dooby’s Coffee in Mount Vernon. The atmosphere embodies the best of Baltimore – it’s friendly, diverse and innovative. Plus the pastries are amazing!!”

Andrew McGregor – Marriottsville, MD

“To me, nothing beats the emotion and excitement of going to a sports game in Baltimore. Seeing all the fans come together to support our birds is an awesome experience.”

Amit Mehta - Vadodara, India

“One of my favorite spots in Baltimore is Fed Hill at night. My friends and I love to sit on the grass in the cool breeze, with the inner harbor and the downtown skyline for the backdrop.”

Hanifah Parker-Morrison- Baltimore, MD

“Leakin Park/Gwynn’s Falls Trail—It’s a beautiful, quiet slice of nature located right down the street from my busy urban neighborhood. I really enjoy walking and occasionally running on the trail.”