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Third generation Rockville resident Edmund Morris was first introduced to the city because of his grandparents, who had bought their home in College Gardens in the 1960s, and their involvement in equity and development issues in the city. When his parents were offered the opportunity to build in the West End, he became a resident rather than a frequent visitor. On and off since 1994, he has been educated in Rockville-based facilities, worked for Rockville businesses, been an entrepreneur based in and serving the city, and involved with its civic theater.

His time studying in the Richard Montgomery cluster offered countless opportunities to explore and appreciate the cultural and economic diversity the city has on offer, but also to recognize the disparities and parallel worlds its inhabitants cope with. While earning an Associate's at Montgomery College and later his Bachelor of Arts (Psychology) at the Universities at Shady Grove, he honed his understanding of how systems work, and what impacts they can have on individual behaviors and outcomes through studies of psychology, sociology, policy and economics. Learning the importance of balancing one's work, education, and family obligations with a vibrant social life with others who shared an entrepreneurial spirit and complex schedules exposed the lack of consideration for what was once "nontraditional" lifestyles in city and county operations. He went to London for graduate study in health psychology – a distillation of lessons from cognitive, behavioral, and organizational psychologies for public health and policy – and absorbed lessons from how that city is governed and lived in.

Having been an entrepreneur since 2000, performing a wide range of services from lawncare as a teenager, editing, manual therapy, and catering in his 20s, to consulting and advocacy in his 30s, he has served as diverse a client base as Rockville hosts residents. Being keenly attuned to the impact one's environment has on their experience, he has tried not only to counsel but to accompany those he meets, proverbially walking with them to learn how the world they live in affects the way they live. This has led him to an understanding that there are some things that Rockville needs to do, in order to remain competitive, desirable, and enjoyable into the future.

It must become more adaptable, not just for today's economy but for that of 50 years from now. Transitional and transformable spaces will allow for the diversity of options that leads to resilience. Rockville needs to do a better job of being physically and digitally accessible. This includes better ADA compliance for city buildings, new developments and renovations, but also transit and pedestrian accessibility; linking neighborhoods to services and transportation options. Digital accessibility is as much about transparency and clarity as it is about giving people the opportunity to participate in local governance and interact with government remotely. The city has made great strides in having publicly available information online, but can do more to simplify its presentation and make it consistent. None of this matters, of course, unless the city is also affordable. Area median income (AMI) may be over \$100,000 for a household of 4, but that doesn't mean that the incomes below that threshold are equally distributed or that it is remotely reflective of actual living expenses. Think of this as an issue of economic accessibility: if incomes are falling short of living costs, something must make up the difference. Housing and transportation costs eat up substantial budgetary space, and they are areas where city policy can help. Lowering barriers to housing diversity improves affordability. Facilitating mass transit, and dense development eases costs. Enabling more flexible economic participation by empowering individuals and small groups in entrepreneurship, rather than focusing primarily on established firms and retailers, could help increase dynamism. These goals could be aided by developing with more economic variability in mind, by establishing a public bank to extend low-cost credit, or coordinating with county and state officials to craft a more dynamic system of service access.