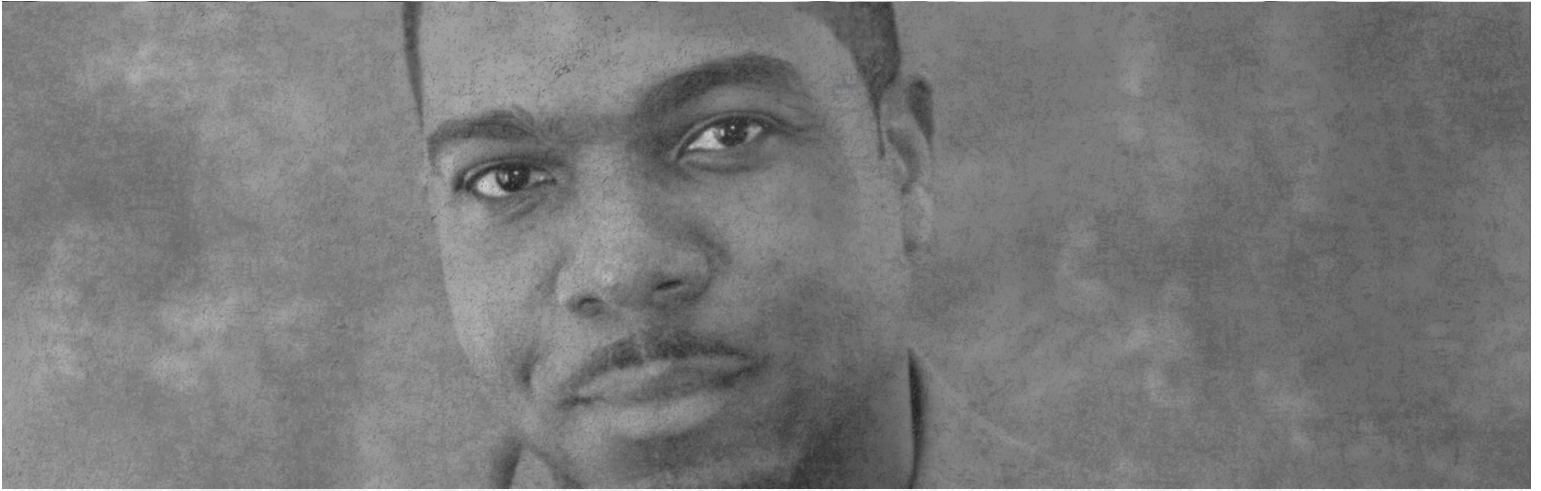


MICHAEL HEPBURN



Why are you running for office, and how does your experience prepare you to be effective as a public servant in this position?

I'm running for Mayor because it's time for our City Government to operate differently, interact with our residents better, push forward a common purpose that brings us all together, and actually help improve the quality of our lives. I am not a Millionaire, or Elected Official, and I do not have a Political Dynasty Family last name. But I am a Nonprofit Executive, Political Scientist, and former Manager for the Miami Heat who has served in our city as a Civic Advocate for the last twenty years. I am in this fight to "lower the cost of living for working class families" and I am equipped with the leadership skills, temperament, and political apparatus to get this job done! It is time to RISE Up Miami!

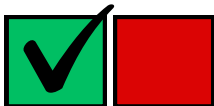
Why do you believe you are a strong candidate who will be able to win this election and earn the endorsement of Engage Miami?

I was born and raised in this city and understand that we all share a common pain in this city but what we're lacking is a common purpose. I am running for Mayor because I truly do believe in pouring life into the dreams and goals of our people. I do not accept money from lobbyists, developers, or corporate PACS, like the other candidates in this race. I do not quit on the people that I was elected to serve, unlike other candidates in this race. I was ONE of only two people that actually stood-up to fight for our democracy when the City of Miami cancelled our election. I do not get pushed around by bullies or special interest and I don't back down to no man, when standing up for what's right.

That's why as the next Mayor of Miami my administration will: Rehab and Develop 9,000 Units of Affordable Housing! Improve MIAMI's resilience to Sea Level Rise, Extreme Heat, and Hurricanes! STAND UP Against Corruption!

Enhance our Neighborhoods and Public Safety Measures! Uplift our Children and Seniors! My lived experiences, track record in this city as a Civic Advocate, Professional Skill-set, and transparent blueprint to become the 44th Mayor of our city... Is why I am ready to lead.

Do you support requiring developers to include affordable housing in new developments or contribute to a citywide affordable housing fund?



On a scale of 1-5, how committed are you to this priority?



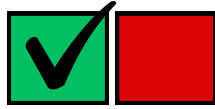
Please explain your position, and if in support, what steps specifically would you take to make proactive changes towards this priority, and if not, why?

Paying more than 50% of your disposable income to cover housing costs in Miami is absurd. As the next Mayor of Miami I will: Keep the Property Tax Rate to the lowest it has been since 1964. Pass a Miami Affordable Housing Master Plan which includes... Rehabbing and Developing 9,000 Affordable Housing units and mutually beneficial Community Benefit Agreements. That work for both our communities and developers to create low-income rentals, workforce housing and Rent-to-Own mixed-use units. Funding homeowners preservation initiatives to assist with exterior & interior repairs to help our homeowners stay in their homes. Utilizing city owned land to develop high-quality affordable housing projects that covers residents from all income levels: Extremely Low (below 30% of Area Median Income); Very Low (below 50% of Area Median Income); Low (below 80% of Area Median Income); and Moderate also know as Workforce Housing (between 80% to 140% of Area Median Income).

Community Land Trust concepts to build new developments and to keep our current subsidized housing units affordable for years to come. Securing state, county, and municipal First Time Home-buyer initiatives to help residents with covering cost. Protecting naturally occurring affordable housing (NOAH) through financing the acquisition and preservation of such units to save them from market pressures and poor management. Also, just creating more housing supply will not end homelessness in our city. We must create a system laser-focused on making homelessness rare overall and brief when it occurs. We will reduce the number of unhoused residents in the City of Miami through executing the Functional Zero Initiative. By building a single integrated command center; identifying community-level measurement success; focusing on comprehensive, real-time, by-name data; funding housing investments that are data-driven and intelligence-led; and developing county-wide

plans to rehab & preserve housing structures that we can utilize.

Do you support investing in green infrastructure and flood protection for neighborhoods most impacted by climate change?



On a scale of 1-5, how committed are you to this priority?

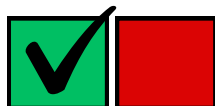


Please explain your position, and if in support, what steps specifically would you take to make proactive changes towards this priority, and if not, why?

Miami should be leading the charge on how we protect our residents from sea level rise, extreme heat and hurricanes, by transitioning towards a 100% renewable energy system for our electricity, transportation, and heating options. As the next Mayor of Miami I will: Implement MIAMI Forever Carbon Neutral Plan to reduce greenhouse gas emissions and CUT CARBON EMISSIONS 60 PERCENT BY 2035. Advocate for all new construction to utilize clean electricity as their power source instead of natural gas. Mandate city-owned buildings are retrofitted from using natural gas and transition our city-owned transportation fleet to electric cars, and trolleys as fast as possible. Deploy the City of Miami Comprehensive Storm-water Master Plan and protect our water sources by assisting with recharging our aquifers, and efficiently cleaning/storing our water. We must also address the climate change crisis that faces us all and proactively implement mitigation initiatives to confront the challenges coming our way.

We will complete allocating the remaining MIAMI Forever Bond funds. Implement home weatherization programs to help our residents conserve electricity, reduce emissions and lower their power bills. Cultivate a Recycling Program for all HUD Public Housing Apartments in our city and enforce the recycling mandate for all other apartments to participate city-wide. Execute Reimagine MIAMI Parks & Recreation System Master Plan to increase the number and quality of green spaces, and identify best practices to safeguard our coastline from climate change impacts.

If elected, would you defend, support, and protect immigrants in the City of Miami, regardless of status?



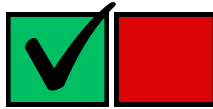
On a scale of 1-5, how committed are you to this priority?



Please explain your position, and if in support, what steps specifically would you take to make proactive changes towards this priority, and if not, why?

Our Miami Police department under the direction of the new City Manager that I will appoint, will be here to protect and serve all of our communities. Immigration Policy does not fall under the purview of our City of Miami Government but I will continue to advocate my stance to our State and Federal Officials, that we must stand-up to support and protect our immigrants here in our country and I will continue to advocate for a pathway to citizenship for those seeking an opportunity to become U.S. Citizens.

If elected, would you commit to take action to ensure the LGBTQ+ community is safe and actively supported?



On a scale of 1-5, how committed are you to this priority?



Please explain your position, and if in support, what steps specifically would you take to make proactive changes towards this priority, and if not, why?

I will continue to advocate that all of our residents should be protected under the purview of the laws of this land. I have a zero-tolerance point of view of discrimination of any-kind. Our Miami Police department under the direction of our City Manager that I will appoint will elevate a police force that is here to protect and serve all of our communities.

Do you support expanding city-funded youth jobs programs and funding local small business support in historically underserved communities?



On a scale of 1-5, how committed are you to this priority?



Please explain your position, and if in support, what steps specifically would you take to make proactive changes towards this priority, and if not, why?

With over 4,000 City Employees, our city government can do better with responding to our residents needs and improving our quality of life. As the next Mayor of Miami I will: Appoint a NEW City Manager that will help me elevate an Efficient, Effective, and Accountable government. Increase Summer Jobs Connect initiative by funding more opportunities for summer employment positions and financial literacy curriculum for our teenagers and young adults who otherwise would be unemployed during the summer. Create the Neighborhood Improvement Fund to invest directly into Neighborhood Associations, and Community Development Organizations to beautify and strengthen Miami's neighborhoods. By bringing real investment and activation to every block of our city -- because our neighborhoods are the heart beat of our city. Reimagine how to better utilize city assets like our Marine Stadium; Olympia Theater, GSA Site in Allapattah, Downtown Miami Police Headquarters and Fire Rescue Training Center 4.5 Acres in Coconut Grove {Perhaps by relocating and building new facilities in exchange for mixed used development enclaves consisting of affordable apartments/condos, community enrichment space, and revenue producing small businesses}. Empower innovation, advance businesses growth (large & small), and build talent through the newly-created Department of Economic Innovation & Development. Including developing Public-Private Partnerships, focusing on reskilling, and upskilling our residents with the tools needed to start great tech and high skilled jobs.

Launch "The Miami Legacy Business Project" to invest in our small businesses that have helped shape Miami's culture for the last 25 years or longer. The program will provide financial and technical assistance to qualifying businesses, with grants ranging from \$15,000 to \$50,000. Our project will also provide an Online Miami Legacy Business Registry to recognize, track and support our businesses that have operated in the City of Miami for 25 years or more. Make Miami Trolleys Faster and Free by upgrading equipment, and redesigning our integration with the existing Metrobus network. In order to increase better connections, and a higher quality experience of ridership for our residents.

Would you support allocating city funds toward programs that directly serve residents living below the poverty line such as rental assistance, food access, or guaranteed income pilots?



On a scale of 1-5, how committed are you to this priority?



Please explain your position, and if in support, what steps specifically would you take to make proactive changes towards this priority, and if not, why?

Focusing on our next generation of leaders and our Senior Citizens by encouraging local businesses and the philanthropic community to invest into high impact practices throughout our city is crucial.

As the next Mayor of Miami I will: Implement "Our MIAMI Promise" last-dollar scholarship program. With an annual commitment of \$1 Million Dollars through utilizing Anti-Poverty funds and leveraging investment with philanthropic partners. Every City of Miami public high school graduate that attends an accredited post secondary education institution – Tuition & Fees balance will be covered by us (after they have exhausted their financial aid resources). Expand Miami's Child Learning Centers (Daycare) to push our city towards the goal of providing universal low-cost to no-cost childcare for all City of Miami residents. After rent, the biggest cost for Miami's working families is childcare. That's why Hepburn will increase low-cost childcare offerings for our children aged 6 weeks to 5 years old, ensuring high quality programming and fostering early childhood development. Increase funding for the Seniors Rental Assistance program that provides up to \$500 in rental assistance to Seniors age 62 and up (Area Median Income is 50% or below, and at least 30% of their income is used to cover rental housing costs).

Cultivate public private partnerships to create our Anti-Displacement Tax Relief Fund to provide property tax relief to eligible homeowners with greater risk of displacement due to rising property taxes. By focusing on promoting equitable growth and stopping the displacement of Miami's legacy residents. This initiative seeks to alleviate the burden of rising property taxes by prioritizing support for vulnerable homeowners (for qualified applicants). The fund will "Freeze the Property Taxes" for the homeowner by cover an increase in their taxes above the homeowner's base taxes, for a period of 20 years, or while they continue to qualify for the program.

Many parks are locked on weekends or have bathrooms or facilities that are locked. Would you ensure these public spaces are accessible, well-funded, and available to neighbors on weekends?



On a scale of 1-5, how committed are you to this priority?



Please explain your position, and if in support, what steps specifically would you take to make proactive changes towards this priority, and if not, why?

I will focus on fully funding and executing our Reimagine MIAMI Parks & Recreation System Master Plan to increase the number and quality of our parks, facilities, and green spaces throughout the city. And I will help improve our residents physical, mental, and social well-being with our "HepBURN Calories Health & Wellness Initiative".

Do you support creating a digital budget interactive tool at the municipal level to increase transparency and make it easier for residents to understand and engage with how public dollars are spent?



On a scale of 1-5, how committed are you to this priority?



Please explain your position, and if in support, what steps specifically would you take to make proactive changes towards this priority, and if not, why?

For far too long our Commissioners and Mayor have behaved as if laws don't apply to them. Pay-to-play politics are the reason why City Hall has moved slowly to build affordable housing, clean up our streets, and deal with the real problems our city faces.

As the next Mayor of Miami, I will STAND UP to special interests – instead of being bullied by them. I will take back the power of the dais by serving as the presiding officer of the city commission. Strengthen the powers of the newly-created Independent Inspector General's Office. Mandate publishing the daily schedules online of our Mayor office and City Commissioners, for all of the public to see. Create CITIZEN MIAMI Academy to reduce the major civic empowerment gap in our city. Through our Miami Civics comprehensive curriculum -- residents will learn about the inner-workings of our municipal government, paired with behind the scenes insights and education on how to advocate for the issues they care about. "305 Academy Grads" will finally understand how government actually works throughout our city. Implement a public campaign financing pilot program that disperses \$20 Democracy Vouchers to City of MIAMI registered voters (to use toward supporting candidates of their choosing in Miami Municipal Elections}.

There is currently a coalition called Stronger Miami working to change the city charter to move elections to even years, expand the number of districts from 5 to 9, and require fair redistricting criteria. Do you support this initiative?



On a scale of 1-5, how committed are you to this priority?



Please explain your position, and if in support, what steps specifically would you take to make proactive changes towards this priority, and if not, why?

I have gained consensus from our residents to possibly expand our City Commission from 5 to 7 Districts but I have not gained consensus to move our elections from odd to even years. So this is what I will focus on as the next Mayor of Miami: I will Sponsor a Charter Amendment initiative to increase the number of City of Miami Commission Districts from Five to Seven, giving our residents a chance to increase their representation at City Hall. I will also sponsor a Charter Amendment proposal to implement Lifetime Term Limits for all elected officials after they have served 8 Years in the office of Mayor or Commissioner. I will continue to support the Fair Redistricting measures. However, for the Registered Voters that identify as being Black in our city. I have heard the concerns and agree that switching our elections from odd-to-even years, will wipe out our political voting power in this city and silence their voices more then allow them to be heard more.

Our City no-longer has a Majority-Black voting district and the concerns that our Black Community may no longer even have Black Representation on the dais moving forward is valid.