

A NEW DAY FOR PAWTUCKET



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Imagine a city where your mayor works as hard as you do. Where downtown is bustling with small businesses and events. Where basic city services are delivered well and at a cost you can afford. Where a call to city hall actually gets returned. Pawtucket used to be that city. **We deserve to be that city again.**

How We Got Here

Over the last 16 years, Pawtucket has lost too much - the Gamm Theater, Memorial Hospital, the PawSox, Hasbro, and countless businesses. Our city government has lost the pride residents carry. **We deserve better than a mayor who is managing decline.**

Why a New Day is Possible

A new day for Pawtucket is possible because of the people who live here. We have the passion, creativity, and work ethic to meet every challenge. We just need leadership that listens, thinks carefully, and works as hard as we do. **I have spent my career working on the issues that matter most to Pawtucket** - in classrooms, boardrooms, and everywhere in between. This platform was built the only way I know how: **by listening to residents, researching what's working elsewhere, and refusing to be limited.** It reflects thousands of conversations over the past year and a career spent making life better for others.

This is a starting point, not a finished product. The best work is done together, and I look forward to refining these ideas with you. What follows is a roadmap - across four areas essential to our future: education, economic development, affordability, and restoring our pride.

Together, we will make this a reality.



FIX PAWTUCKET SCHOOLS



"Pawtucket Schools should lead the state.
We should set the example for what a 21st-century education looks like and **every child should leave our school system prepared** for what comes next. I've got the experience to make this a reality."

Adam Greenman

ADAM GREENMAN HAS A PLAN

Every child in Pawtucket deserves a world-class education - one that prepares them for whatever future they choose. With test scores below state averages and absenteeism among the highest in Rhode Island, too many kids aren't getting that chance.

Mayor Grebien says that he doesn't control the school system and can't influence it. That's simply not true. **A good mayor understands that strong schools are linked to economic development and the overall health of a city.** They don't shy away from hard problems - they lead.

That's what Adam will do. Adam's plan to fix Pawtucket's schools is built on **three commitments: collaboration, consistency, and cheerleading** every student, every school, and every family in Pawtucket.



CONSISTENCY

- We've had six superintendents in six years because of mayoral meddling. **It's time to end interference in the school system** and let the superintendent lead.
- Set **concrete, measurable goals for our schools** - increasing third-grade reading proficiency, improving attendance, and raising high school graduation rates.

COLLABORATION

- **Increase the city's financial commitment to schools** so funding reflects their importance to our community.
- Pursue **back-office cost-sharing and joint purchasing** to stretch education dollars, improving schools without large tax increases.
- Use the **Mayor's Office as a bridge between charter schools and the Pawtucket School Department**, fostering the exchange of innovative practices that benefit all students.
- Work with the school system and nonprofit organizations to **build a network of after-school and summer opportunities** that keep Pawtucket children engaged, supported, and on track to succeed academically.

"There is no one I trust more on issues of education in Pawtucket, and I'm excited to have a **mayor who will relentlessly fight** to improve Pawtucket schools."

**Jacqueline Ash, longtime
Pawtucket Educator**

CHEERLEADING

- **Champion Pawtucket public schools** so families choose and trust their local schools.
- Actively engage **parents and community members as partners** in school communities.
- Leverage Adam's expertise in education to advocate for statewide changes that give Pawtucket the flexibility to **implement innovative, 21st-century learning**.
- Commit to **launching the full-service community school model in two schools** as a foundation for citywide expansion.
- Launch **targeted third-grade reading and attendance initiatives** to improve student outcomes.



ADAM IS AN EXPERIENCED EDUCATOR

Adam's two children attend Pawtucket Public Schools, and he's spent his career working to make schools like theirs great. He started with Teach For America as a middle school teacher in Camden, NJ, and went on to earn a doctorate in education. **Adam knows what students need to succeed** - and he's spent his career making it happen.

RESTORE PAWTUCKET'S PRIDE



"Pawtucket is a proud city - the birthplace of the American Industrial Revolution, the original start-up city. **But after 16 years, the mayor has forgotten that.** We're left with a government that doesn't listen. I've got a plan to get us moving again - to restore the pride, and **make Pawtucket the start-up city again."**

Adam Greenman

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ADAM GREENMAN WILL MAKE A CITY HALL WORK FOR YOU

Residents deserve a government that lives up to their pride for Pawtucket. For too long, city hall has worked for the well-connected rather than the community. Decisions about Pawtucket's future, like Morley Field and downtown, have been made behind closed doors. Potholes go unfilled. Bulk trash doesn't get picked up. Sidewalks are crumbling. Basic calls to city hall go unanswered. And **residents have stopped believing their government** can make things better.

Adam will change that - **building a government that is transparent, responsive, and worthy of trust**, where streets and sidewalks are maintained, calls get returned, and every resident has a real voice. **We'll activate all residents to make Pawtucket the start-up city again** - a place where government works, neighborhoods thrive, and everyone has a role to play.

ADAM IS A LEADER

After 16 years under the same administration, **Adam Greenman offers a different kind of leadership:** government that shows up, answers to residents instead of insiders, and makes decisions in the open instead of behind closed doors.



ADAM WILL ANSWER TO YOU

- **Bring the mayor's office to every neighborhood through monthly office hours** held at times and locations where working families can actually show up.
- Commission a **forensic audit of city finances** so people know how their money has been spent.
- **Launch real-time dashboards on the city website** so residents can track government performance and hold city hall accountable.
- **Build a city app where residents can report** potholes, illegal dumping, and other issues - and see exactly when they will be fixed.
- **Immediately order a review of Flock cameras** to either end their use or put strict restrictions in place.



"I'm tired of seeing trash, hitting potholes, and **feeling like my mayor doesn't care.** You call city hall, and can't get someone to call you back. City hall isn't listening, but Adam Greenman is. **He heard my concerns and really listened to me and my neighbors.** And he's got a plan to make Pawtucket a better place. **That's why I'm supporting Adam.**"

Ana Lopes Lopez, Pawtucket Resident

ADAM WILL INVEST IN PAWTUCKET'S QUALITY OF LIFE

- **Invest in Pawtucket's parks and green spaces** so every neighborhood has somewhere families can gather, kids can play, and residents can take pride in where they live - not just the neighborhoods that have always had it.
- **Support our firefighters, police officers, city workers, and teachers** by investing in training, modernizing facilities, and making sure they have the tools they need to do their jobs.
- Replace the annual guessing game on **road paving with a real multi-year plan** - one that coordinates with utilities so we stop tearing up newly paved streets and wasting taxpayer money.
- No resident should be at risk walking to the store, school, or work. Pawtucket has one of the highest pedestrian injury rates in Rhode Island, and that's unacceptable. **Adam will implement the Vision Zero approach the city has already committed to and fix the broken 50/50 sidewalk program** so the burden doesn't fall on residents alone.

BUILD PAWTUCKET'S ECONOMY FROM WITHIN



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ADAM GREENMAN WILL BUILD PAWTUCKET FROM WITHIN

Pawtucket has always had what it takes - resilient people, rich history, and real potential. But we've watched the PawSox leave, the Gamm Theater close, and Memorial Hospital disappear. These weren't inevitable losses. They were the result of 16 years without a real plan.

Adam Greenman's vision is different. Instead of chasing deals that never materialize, **Adam will build from within** - making Pawtucket a city people choose, not leave. It's a vision shaped by real experience: growing up behind the counter of his family's corner deli, and spending years leading nonprofit organizations that had to do more with less.

Pawtucket deserves a mayor who knows this city, believes in this city, and has a plan to move it forward. **Adam is that mayor.**

"I'm not running against the mayor. **I'm running for the Pawtucket** I know we can build together."

Adam Greenman



ADAM BRINGS EXPERIENCE

Adam learned hard work in his family's small business. He served on the Pawtucket Planning Commission and saw firsthand **how city decisions shape whether businesses thrive**. He also led a nonprofit and **built the partnerships his economic vision depends on**. Adam's not just talking about building from within - he's done it.

SUPPORT LOCAL BUSINESS

- **Launch a Pawtucket Small Business Association** to connect, build relationships, and give the city a direct line to understanding and meeting their needs.
- Build a **"Buy Pawtucket" online marketplace** that connects local businesses with residents, neighboring businesses, and customers beyond the city.
- **Create a Business Retention Office** with a dedicated staff to support existing businesses, proactively build relationships, and navigate entrepreneurs through local, state, and government programs.

INVEST IN THE FUTURE

- Shift to a **land-value tax for commercial properties** - rewarding owners who invest in their buildings and creating real pressure on those sitting on underutilized land to develop or sell.
- **Establish a Pawtucket Innovation Fund** to support homegrown businesses and ideas - keeping local talent and creativity in the city rather than watching it leave for Boston or Providence.

ATTRACT NEW BUSINESSES

- **Launch the Pawtucket Works Innovation Lab**, offering city-owned office space at reduced rates to startups that commit to growing here, and serving as a co-working hub that keeps Pawtucket's remote workers and entrepreneurs in the city instead of commuting to Providence or Boston.
- **Cut the red tape**. Streamline permitting and assign a dedicated business concierge in the commerce department to shepherd new businesses through every regulatory hurdle - so they can open faster and spend less time fighting city hall.

"My family has lived in Pawtucket for over 40 years. I've had leadership roles in the banking and nonprofit. **Adam's economic development plan is proactive, achievable, thoughtful, and will move Pawtucket forward.** Most importantly, he is the best person to lead us as Mayor."

Neil Steinberg, former President and CEO of the Rhode Island Foundation

TACKLING AFFORDABILITY IN PAWTUCKET



"Home prices have doubled. Property taxes broke the state cap last year. Sewer bills are about to jump over 20%.

The question isn't whether Pawtucket has an affordability crisis - it's whether we have a mayor willing to fix it. I've spent my career on these issues, and I'll fight every day to make life easier for Pawtucket families."

Adam Greenman

ADAM GREENMAN HAS WHAT IT TAKES

Pawtucket should be a city where firefighters, police officers, teachers, small business owners, and first-time homebuyers can afford to plant roots. Adam's plan takes on affordability head-on - because keeping Pawtucket accessible to families is who we are.

Half of Pawtucket residents rent, and they've had the least power and fewest protections in a housing market that keeps getting harder. **Adam will fix that** with a Tenant Bill of Rights, because stable housing is the foundation everything else is built on.

He's lived this fight. As a Pawtucket Planning Commissioner, Adam voted on the decisions that shape who can afford to live here. As a nonprofit CEO, he worked with families navigating instability. And as a homeowner, **he's not just working on this problem - he's living it.**



EVERYDAY AFFORDABILITY

- **Raise enrollment caps on home-based childcare centers** to expand affordable, close-to-home care - matching what neighboring cities already allow.
- **Shift city fees - permitting, recreation, and more - to an income-based sliding scale**, easing the burden on those least able to pay.
- **Work with the state to create a relief fund that offsets major sewer bill increases** - Pawtucket residents shouldn't bear the cost of decisions made above their heads.

MAKE IT EASIER TO BUILD

- **Reform permitting** - one-page applications, two-week decisions - so housing gets built faster.
- **Create pre-approved building plans** developers can use without costly approvals - savings passed on to buyers and renters.
- **Establish a Housing Trust Fund:** gap financing for affordable projects, down-payment help for first-time homebuyers, and eviction transition support for renters.



MAKING PAWTUCKET HOME

- **Establish a Tenant Bill of Rights:** guaranteed right to counsel in evictions, capped rental application fees, and tenant opportunity to purchase when a building goes up for sale
- Explore **workforce housing** so teachers, firefighters, police can afford to live where they serve.

"Families in our community are **struggling to afford the rising cost of living.**

Childcare is a great example - parents shouldn't have to leave their jobs because **they can't find or afford safe, high-quality care for their children.** Families like mine are looking for a leader with new ideas, who is committed to making Pawtucket better for the next generation. **That's why Adam Greenman has my vote."**

Ali Weber, Pawtucket Resident



MAKING THE VISION WORK

No one wants to pay more taxes - especially when rents are sky-high, gas is over \$4 a gallon, and electricity rates keep climbing. Mayor Grebien's answer has been to raise taxes anyway, including breaking the state cap last year. **Adam believes we can fund what Pawtucket needs without major tax increases.**



OPEN THE BOOKS, FIX THE BUDGET

On Day One, Adam will commission a **forensic audit of city finances** and publish the findings within six months. Then **every department justifies its spending from scratch** - what's essential stays, what isn't gets reallocated to the city's real priorities. We can't fix what we don't understand, and we can't build a better budget on a broken foundation.

CUT COSTS AT CITY HALL

Worcester, Louisville, and San Diego have **retrofitted municipal buildings and fleets to cut energy costs**; Pawtucket can too, saving an estimated \$1.5M-\$3M annually. Adam will also partner with the School Department to **consolidate back-office functions and eliminate duplicated staffing costs** on both sides of the budget.

CAPTURE REVENUE WE'RE CURRENTLY LEAVING BEHIND

Adam will hire a **dedicated grants staffer to pursue state, federal, and private dollars** - and leverage his nonprofit career to **bring private investment to public projects**. Some nonprofits are also renting to for-profit tenants or holding taxable properties off the rolls while still drawing on city services; **Adam will negotiate fair PILOT agreements to close that gap.**

BUDGET FOR A CITY, NOT FOR A CAMPAIGN

Replace year-to-year scrambling with a three-year fiscal forecast so Pawtucket can make strategic investments instead of lurching from crisis to crisis.