

AFSCME DISTRICT COUNCIL 47
2023 CANDIDATE QUESTIONNAIRE
(Mayor)

CANDIDATE INFORMATION

Candidate Personal Contact Information (Fields marked with asterisks are required)

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Candidacy Information

What office are you seeking? **Mayor of the City of Philadelphia**

With which party are you registered? **Democratic Party**

Please list union leaders you seek input from when developing your legislative agenda:

Labor has always been at the center of my policy-making and legislation. This is a sampling of who I am in consultation with and is not a comprehensive list of my work.

- Labor unions drove my historic Fair Workweek Law which impacts 130,000+ retail, restaurant and hospitality workers, including UNITE HERE DC47, UFCW, PFT, BMWED, and AFL-CIO. I created a Business-Labor roundtable with more than 80 participants, chaired by Patrick J. Eiding, President of the AFL-CIO and William Sasso, Chair Emeritus of the Philadelphia Chamber of Commerce. Unite HERE, UFCW and multiple labor attorneys and advocates had a seat at direct negotiations and conversations throughout the bill's process.
- I stood with PASNAP and 1199c to decry the closing of Hahnemann Hospital, and worked closely with 1199c to write a new law to prevent sudden hospital closures and ensure that hospitals had a plan for staff transition and preservation of benefits. My law was adopted and introduced by U.S. Congressman Brendan Boyle and Dwight Evans at the federal level.
- I was a staunch supporter of District Council 47's team at the Philadelphia Museum of Art. I worked with District Council 47 to convene a special budget hearing and hold the Museum accountable to collectively bargain fairly and commit to higher wages and workplace standards.
- I worked with District Council 47 and advocates to call for full funding pre-pandemic, and succeeded in a historic gain in funding for libraries and Parks and Recreation hiring in the 2022 budget.

- I worked hand-in-hand with UNITE HERE Local 274 and Teamsters Local 115 on the Black Workers Matter Economic Justice package, ensuring 12,000 hospitality workers in hotels, entertainment venues, and the Philadelphia International Airport are given first right of return to jobs they held prior to the pandemic.
- I worked with Teamsters 623, AFSCME District Councils 33 and 47, and others to write and pass the Essential Workers Protection Act, a first in the nation anti-retaliation law to protect workers seeking to uphold public health mandates in the workplace.
- I worked tirelessly with District Council 33 locals to bring COVID vaccine clinics to front line city workers, to address dangerous conditions within our city prisons, to improve scheduling for 911 dispatchers, to advocate for maternity leave mandates within the City Medical Examiner's Office, and to help the closed Philadelphia Nursing Home employees transition to new jobs.
- For school issues I am in constant consultation with a wide variety of labor, including the Philadelphia Federation of Teachers, Unite HERE, Teamsters CASA 102, and SEIU 32BJ. On school facilities, I have additionally consulted with Plumbers, DC21, the painters' union, and the carpenters' union.
- I worked with SEIU 32BJ to expand the city's prevailing wage law to 2,000 maintenance staff.
- I am a staunch supporter of new unionization and the support of these new unions through their first bargaining contracts. In addition to District Council 47 Museum of Art workers, I supported SEIU HealthCarePA through a challenging first contract at Mazzoni and have stood with Starbucks Workers United as their union expands to cover baristas across the city.
- I have regularly and reliably shown up at organizing efforts for Unite HERE, SEIU Healthcare PA, PASNAP, DC 47, SEIU 32BJ, Teamsters 115 and 623, and AFT locals representing adjunct professors particularly at Temple University and Community College of Philadelphia and at charter schools.

Who are your opponents?

There are 10 candidates in this race, some of whom are career politicians who play gatekeeper around select unions and other wealthy business types who have articulated contempt for the work of government and government workers. What sets me apart is my commitment to public sector workers as a cornerstone of my vision for rebuilding Philadelphia. I center public schools, public parks, public libraries, and public services. My professional life has been grounded in the fight against privatization and support and care for the public sector and especially those who work in it.

1. Briefly describe your campaign's path to victory. What issues will you be emphasizing throughout your campaign and why?

I am the only candidate in the race to have run citywide multiple times and build the largest name ID and record of voter support. In 2019, I was the first Councilmember elected with more than 100,000 votes in over 30 years and have maintained a strong profile of achievement, action and policy since. I have the largest campaign funding pool with more than 2,500 unique donors in the last year, including 1,000 donors across 42/46 Philadelphia zip codes who have donated to me since just my announcement alone on November 30, 2022.

I am running for Mayor because I am a proven fighter who has taken on the City's toughest challenges – our under-resourced public schools, an eviction crisis, inhumane conditions for young people in the juvenile welfare and justice system, persistent poverty and violence – and delivered solutions that improve people's lives and are national models of success. I ran for public office after two decades of community organizing work changing the political landscape for issues long neglected and overlooked. I wasn't going to accept a status quo of broken politics; I needed to change the limits of what was possible to win. In less than two terms, I helped end a state takeover of our public schools and started a \$500 million infrastructure campaign that gave clean water, air conditioning, and lead, asbestos and mold removal to thousands of children. I built the most successful eviction prevention program in the nation that slashed evictions by almost two thirds in one of the highest evicting cities in the nation. I wrote the country's most expansive Fair Workweek law for advance schedules, built a new Department of Labor to enforce labor laws, and supported unionization efforts across the City, including at the Philadelphia Art Museum, through which I coordinated a special budget hearing to demand that the Museum fairly bargain and meet the demands of workers and led City Council's support for the union campaign during its organizing phase and during negotiations. I led the charge to reform the city's 10 year tax abatement, and I will continue to lead the city toward common sense taxation policies that grow our city and make sure corporate entities and wealthy individuals pay their fair share.

I am running to finish the job I started in communities more than two decades ago: to build a city where prosperity is shared among all of us, not just a privileged few; a city where lifelong residents can afford to stay, and where others will want to come. I am meeting the violence crisis head-on. America needs its justice leaders to be both visible and successful in bringing forward real solutions - including mental health mobile crisis units, safe routes for children to and from school, fully opening up public spaces like libraries and recreation centers to be safe havens for youth, and targeted interventions towards those most likely to be harmed or to harm others. I am the only mayoral candidate who will prioritize our public schools and has a plan to deliver the stable and

quality school that every child in every neighborhood needs. I will focus government resources to expand Black and Brown businesses, and ensure our city is in service to small and local businesses, emerging industries, our labor force, and diverse entrepreneurs — not lobbyists. I will rebuild the infrastructure of our city with good union jobs and tackle the climate crisis.

2. Do you support raising the Living Wage requirement of employers that do business with the city from its current rate? What would your approach be to maintaining a Living Wage for employers not covered by the Living Wage Ordinance?

Yes, I support raising the Living Wage requirement of employers that do business with the city from its current rate. As one of the co-sponsors of that ordinance, I made sure that the requirements built in a growth model over time. I support continuing to increase this wage, both to ensure City contractors provide their workers with family-sustaining wages, and also because I fundamentally believe that the City's treatment of its workers should set the standard for how other employers support their workers. But more broadly, I have always believed that Philadelphia must meet a competitive wage standard established by our surrounding states - all of whom are well above the poverty level embarrassment of \$7.25/hr and \$2.83/hr minimum wage that we have here.

Encouraging and selling this concept for employers not covered by the Living Wage Ordinance is a matter of essential Mayoral politics and policy making. Here's how I've approached it:

- While on City Council, I worked with SEIU 32BJ in 2016 to expand the number of industries covered by the city's Living Wage Ordinance.
- I have been a vocal supporter that all agencies covered by the Living Wage Ordinance must compel subcontractors and related entities to also abide by it.
- I passed the most expansive Fair Workweek law in the nation to guarantee stable schedules and put part-time hourly workers on a path to full-time hours. If I can't change the hourly rate, I want to make sure I can help with overall income by giving people more access to hours and a fairer schedule.
- I established a formal Department of Labor to enforce City wage laws and prevent wage theft — this Department has already won hundreds of thousands of dollars for Philadelphia workers.
- I believe in ending unreasonable non-compete laws that prevent competition and a chance for market improvements to wages.

- I have always stood with individuals fighting to build new unions at their place of work from non-profits to Starbucks and baristas and more. Unionization is one of the surest paths to raise wages and improve our economy overall.

As Mayor, I will continue to think and act creatively to raise labor standards for union and non-union workers, and believe that our City's Department of Labor should act as a think tank for how the Mayor, City Council, and the Law Department can use all tools at their disposal to enhance workplace standards and wages.

3. The City requires companies with 10 or more employees to provide paid sick leave. Many states and cities have similar laws with no exemptions. Would you support updating the legislation to put it in line with what other states and cities have passed?

As a City Councilmember, I partnered with worker advocacy organizations and unions through the legislative process so that our legislative wins were led by the workers who make Philadelphia run and thrive. I support expanding our City's paid sick leave to all workers because I see this law as a basic floor for health and economic reasons. At the same time, I will be working closely with our Department of Labor to ensure that businesses, especially small businesses, can better work with the City to raise standards and continue to thrive.

4. How would you work to support acquiring fair State funding for the Philadelphia School District? What experience and relationships do you have working with entities in Harrisburg that would help accomplish that?

I have been a consistent voice demanding an end to the unconstitutional underfunding of our public schools by the Commonwealth of Pennsylvania. When the Pennsylvania Supreme Court held a hearing in Philadelphia, I packed the room with constituents and worked to draw national attention to the criminal underfunding of public education. When schools opened to brutal heat waves, I held press conferences with elected leaders from surrounding counties demanding an investment into school facilities. In June 2021, during budget negotiations in Harrisburg, I was detained alongside several other education activists to disrupt business as usual and demand that state lawmakers do right by our children and their families. I have long helped convene statewide coalitions with state and local leaders to push for the funding of public education. I will continue to be an outspoken and leading champion for fair and equitable funding in Pennsylvania.

5. Do you support increasing revenue for the Housing Trust Fund to help residents avoid displacement in communities currently facing development pressure?

Yes. I support a substantial expansion in the Housing Trust Fund. I helped lead the charge in Council to secure mandatory appropriations from the City budget to the Fund, and as Mayor will seek to reshape the Housing Trust Fund so it can most effectively grow and preserve our stock of affordable housing. I am committed to using our City resources, including the Fund, to support anti-eviction efforts. That's why as a City Councilmember I secured \$20 million a year into the Housing Trust Fund to support affordable housing initiatives and eviction prevention efforts.

6. Do you support extending good cause eviction protections to all residential leases? Do you support rent control measures to protect Philadelphia tenants?

Yes. I was a co-sponsor of the good cause legislation and have worked to center housing as a human right as a priority of my legislative agenda. I have built the most successful eviction prevention program in the nation that slashed evictions in Philadelphia by more than two-thirds. This program is now copied in 180 jurisdictions across 36 states and has been praised by the White House as a "gold standard" on eviction prevention.

I do support expanding good cause protection and exploring all measures of affordability to better protect renters from displacement.

When I learned that one in 14 renters in our city face court-ordered eviction annually, with evictions disproportionately impacting communities of color, I led a campaign that created a historic legal defense fund for renters facing eviction and an anti-eviction initiative and task force that spurred reforms throughout city government and the courts. This includes a rule change in the courts that prevents landlords from evicting people from properties with open code violations and for claiming rent during periods where they lacked a rental license.

During the COVID crisis, I spearheaded Council's Emergency Housing Protection Act, which instituted a historic moratorium on evictions and saved thousands of lives.

It's important to note that my campaigns center the voices of seniors, veterans, parents, women and Black women in particular; it is critically important to me that politics is more than just policy - it should reflect good organizing within vulnerable communities and communities of color that highlight the importance of narrative to transform the ways in which we solve problems.

7. As mayor, what steps will you take to ensure local government plays a proactive role in expanding permanent affordable and workforce housing in Philadelphia?

Government must take affirmative action to address affordability and build affordable new housing to meet our growing and future needs.

As a City Councilmember, I led the charge to reform the 10-year tax abatement, which was a major factor in real estate affordability. I have introduced a comprehensive package of bills that would provide additional funding for affordable housing programs. I championed the provision of local rent subsidies into the City's housing plans for the first time, so that we can protect renters from displacement and do more to ensure stable and safe housing for our most vulnerable neighbors. These subsidies are among the most cost-effective ways to expand affordable housing opportunities and will have wide-reaching impacts.

As Mayor I would prioritize use of public land for permanent affordable housing, a dedicated preservation fund to keep current homeowners in safe and modern housing and assist landlords to improve properties and protect renters from displacement, greater outreach on government programs, and assisting new homeowners with down payment assistance, credit support and clearing of consumer and student debt.

8. What funding and staffing proposals would you support for the Department of Prisons to ensure incarcerated citizens are best prepared for return to the community from incarceration or from alternative detention programs?

Our City must completely overhaul its approach to reentry. While the Department of Prisons is a critical partner in this work, an effective approach to reentry takes all of our City agencies working in lockstep to support returning citizens and reduce recidivism. That's why I would have a Deputy Mayor for Re-Entry who could coordinate services, attention and action across agencies. Our City spends almost no money on assisting returning citizens to get resituated. We need to work collaboratively to ensure that they have access to the same healthcare they received while incarcerated, including behavioral health supports, as well as stable housing and jobs.

My work will continue to bolster job quality as a key reentry tool. Despite our inability to increase the minimum wage, we can ensure that "one job is enough" and that those in entry-level positions are not forced to work with uncertainty. I worked with returning citizens to craft the Fair Workweek ordinance to best meet the job protections that workers need as they reintegrate into communities post-incarceration. As Mayor, I will

significantly expand the Philadelphia Re-Entry Program Tax Credit, which provides tax benefits to employers who hire returning citizens or contribute to nonprofits that hire those who have formerly been incarcerated.

We also know that those who live in stable housing are less likely to become incarcerated, and, similarly, stable housing significantly prevents reincarceration. I will deploy a housing-first approach to reentry and will institute programs that require those leaving Philadelphia jails to develop a housing plan, and I will leverage resources to connect returning citizens to stable housing upon their release.

I believe that any cost savings that come from a reduction in our jail population should be reinvested in the communities that mass incarceration has decimated, and I will meet the call of returning citizens to demand a community reinvestment initiative.

Much of my juvenile justice work has focused on removing barriers to re-entry. I passed legislation to ban the consideration of juvenile records during the hiring process. I established a task force to reduce the numbers of youth in residential placement, develop local trauma-informed alternatives, and support young people in their transition back to family, community and school. I will continue this work as vital to helping families and a new generation become stronger.

9. Do you support additional funding for programs which are alternatives to incarceration for drug addiction, mental health treatment, and other issues? If yes, how would you measure the effectiveness of those programs? If no, please explain.

Yes. I believe the City must do all at its disposal to divert those who need access to socioemotional and rehabilitative supports from the criminal justice system. As Mayor, I will use the budget process to ensure that the District Attorney's Office's pretrial diversion programs are adequately staffed and funded.

My work on Philadelphia's Eviction Diversion Program showcases that I have unique experience in successfully designing and implementing pretrial diversion programs and evaluating their impact. I worked with our court system to design, implement, and fund the Eviction Diversion Program in the wake of COVID-19. This required tireless advocacy to get all relevant stakeholders--judges, court staff, housing counselors, landlord associations, and renter advocates--to work together to reduce our eviction rate and keep people housed. As the Eviction Diversion Program had to be renewed through Council legislation, I spearheaded racial equity-informed evaluations to ensure the program was meeting its goals.

I will manage other programs similarly, bringing stakeholders to the table, providing adequate funding so these programs are set up for success, and evaluating them through a racial equity lens.

10. Do you support revising the Memo of Understanding between the Philadelphia Police Department and Philadelphia School District to close the school to prison pipeline? If yes, explain how you would accomplish this. If no, please explain why?

Yes. As Mayor, I will make sure the School District moves towards more trauma-informed and restorative justice approaches to managing school security. My work in this field has focused on ending the school-to-prison pipeline and demanding safe school climates. I championed an end to school suspensions for young children. I passed a law to ensure that juvenile records are not considered during the hiring process. I have worked to end our reliance on residential placements that subject youth to solitary confinement and threats to their safety—all in facilities far from home with little to no family contact. I will continue to push for the deinstitutionalization of our young people. To that end, I established the Youth Residential Placement Task Force to stop the school-to-prison pipeline by reducing out of county youth placements costing the city and schools more than \$100 million annually, served on a statewide gubernatorial task force to lead major reforms in the juvenile justice system, and championed an Office of the Youth Ombudsperson, to investigate complaints relating to health, safety, and welfare in congregate care facilities housing Philadelphia youth. I also worked to ensure that every Philadelphia public school student had access to a school counselor, and have led the charge to significantly expand social workers in schools.

11. What community policing initiatives do you support or propose? Please explain.

My vision for violence prevention is one that addresses social risk factors through the lens of public health and community-building. Safe communities are those in which services and institutions work for all, where people harmed by violence find pathways to and resources for recovery and healing, and where those who commit harm are held accountable for their actions in ways that emphasize prevention and rehabilitation.

Violence is destroying our people and everything we hope to be as a city. As Mayor my job is to ensure that every Philadelphian is safe and feels safe. On Day One I will enact a state of emergency on gun violence and coordinate an all hands on deck effort by all our

city agencies to get resources and help to the areas in need. In addition to our key agencies, this includes SEPTA, School District, Housing Authority, the District Attorney, and the Police Department as well as state and federal law enforcement and we are zeroing in on reducing homicides and shootings..

My community policing model includes police officers on foot and bike patrol - and I will be alongside them in my first 100 days to make sure that they know I am present and that communities see me with them. But community policing is not just about uniformed officers because a real attention to safety requires us to focus on youth, victims and survivors, and young Black men in particular, who make up 80% of shooting victims. This means that we have to bring the “village” back to the city and deputize community and civic leaders to come to the effort to act as community violence interrupters, a civic corps of individuals cleaning streets, providing health and counseling outreach, remediating on blight and sealing vacant lots, and running youth programs to serve communities not just police them. Under my administration we would see these efforts grow dramatically.

This is why I pushed for non-police mental health mobile crisis response units to meet urgent needs. It’s why I push for real case management level attention to victims of gun violence so we can look out for housing, medical, health, family and educational needs.

In recent months, other candidates in this mayoral race have explicitly called for a return to failed policies of the past including stop and frisk. Unlike them, I pledge that I will not use this crisis to roll back the clock on civil rights.

12. What funding and staffing proposals would you support to enhance probation and parole services for Philadelphians under supervised release?

The caseloads that our City’s probation and parole officers handle are unmanageably high. As Mayor, I will invest in Local 810 and ensure that the City hires a sufficient number of probation officers, parole officers, and pretrial officers to meet national caseload standards.

As Mayor, I will also review what steps that the Courts and the Department of Probation & Parole are taking to address the routine practice of lodging automatic detainees, especially given that Philadelphia’s local court rules stipulate that detainees for new arrests can only be lodged for a specific list of new charges and only after a preliminary hearing. I will also work with the District Attorney’s Office to continue its practice of pursuing shorter probationary sentences and supervision lengths.

13. Would you support further privatization of any city operations or facilities including but not limited to libraries, recreation centers, and health centers? Do you commit to reviewing and evaluating currently contracted out work for the purpose of returning it to work performed by City employees? If yes, explain what methods would be used for that evaluation. If no, explain why?

I do not support privatization. I have repeatedly fought privatization—I fought the outsourcing of school district positions and services, the overuse of PHMC in the Health Department, and I have opposed the privatization of public utilities in Philadelphia. My vision for growing our City's workforce and infrastructure rests on putting jobs back into the hands of City workers, and reducing the number of exempt positions. To this end, I am committed to a comprehensive audit of the City of Philadelphia's workforce and budget, with District Councils 47 and 33 by my side, to turn the tides on the outsourcing and privatization that have characterized far too many prior mayoral administrations and failed to lead to the outcomes that our residents expect.

14. What steps do you believe the City can take to reduce the availability of guns in Philadelphia?

I am very clear that a grave responsibility lies on the Harrisburg state legislature that has failed to enact common sense gun control laws. When Illinois can ban assault weapons, Pennsylvania needs to follow suit. But nonetheless, the Mayor must act.

On my first day in office, I will spearhead a federal/county law enforcement task force to go after illegal guns and straw purchasers. I will also work with the Sheriff's Office to review our procedures around granting gun permits. I want to ensure that there is stricter scrutiny applied to gun permits. There should be legal and thorough checks to ensure that individuals seeking gun permits have no prohibitions on their receiving them. And I will work with the Police Department and the District Attorney's office to review gun possession charges. One of the strongest assets that the District Attorney has is on discretion and I want to see the District Attorney exercise discretion around gun possession when it is warranted. There is no silver bullet to reducing the prevalence of guns, legal and illegal. But what we do know is that our City suffers from a lack of coordinated strategy on outcomes and leadership around tackling gun violence. That will change under my administration.

15. Do you have any plans regarding programs that support and protect victims of crime and other affected members of the community?

My approach to public safety puts survivors and victims first. The city needs a case level management approach to helping survivors and victims recover, including connection to housing, healthcare, therapy, education and family services. Last year I worked for months to get a gun violence victim housing, after the shooting left him paralyzed. He was caring for children and had lost his job and his home because of his injuries. We cannot neglect situations like this.

Responding to and preventing violence requires a prioritization of mental health and trauma services. This is why I championed a non-police mental health mobile crisis response unit. I will overhaul how police respond to domestic violence and violence in the home. I know that one of the best ways to end domestic violence is by providing a woman or partner a safe affordable home so they can leave a violent situation.

I will work tirelessly to reduce 911 response times and significantly improve the clearance rate on homicides and non-fatal shootings. Philadelphia's 911 response times are the second highest in the nation, and people must know when they call for help, help is on the way.

16. What measures would you support to make sure that wealthy non-profits pay their fair share of support for City services?

I have long been on record as supporting Payments In Lieu of Taxes (PILOTS). As Mayor, I will work with communities to bring our major non-profit institutions to the table to save our schools, address violence in our city, and build a new economic future. In my experience, I have found success by leading citywide efforts of vision. A citywide outcry on lead, asbestos, and mold helped push the University of Pennsylvania to deliver \$100 million for lead, asbestos, and mold remediation in city schools. We need this kind of effort for school modernization, violence prevention, and Black and Brown business development and mentorship.

17. How would you reform city taxes to increase revenue? What is your position on the Net Income and Gross Receipts Tax and on the Wealth Tax legislation? If you have other ideas to increase revenue, please explain them.

As a City Councilmember, I called for the establishment of a Commission on Tax Equity and Growth, which would examine and assess the City's tax structure and advance a tax plan that centers racial equity and inclusive growth. I will make this a reality as Mayor. It has been more than a decade since the last formal Tax Commission has convened.

During City Council's Fiscal Year 2022 budget hearings, the Administration's finance officials explained that estimations and projections from the 2009 Task Force on Tax Policy and Economic Competitiveness were used to support and inform currently-proposed tax cuts, despite dating from more than a decade ago. At the same time, tax and regulatory complexity reportedly continue to negatively impact Philadelphia's business creation, attraction, growth, and retention.

In this current economic climate, I have been less enamored with the idea that corporate tax cuts and tax incentives are the primary means to spur local economic growth. Instead, I have focused a lot of attention on livability and the conditions which allow businesses to thrive. This includes public infrastructure and services including schools and transit - both of which are strong vehicles for potential revenue generation.

18. Would you support any changes to the city's property tax abatement program? If not, please explain why. If so, please explain how?

While on Council, I introduced the most comprehensive package of bills to end the 10 year tax abatement as we then knew it, including capping it, graduating the payment, eliminating the School District portion, and restricting it by geography. My tireless advocacy led the first reform ever of the ten year tax abatement that reinvests millions of dollars back into the public schools and city coffers. I believe that the 10-year tax abatement has become a blunt instrument that fails to distinguish healthy areas of the city from those in need of help. It functions more as a perk for developers rather than an economic incentive for progress. This hurts the overall development in the city - by deepening inequality and inflating prices - rather than being a strategic incentive, and funding for our schools and for the City services that are made possible through District Council 47 suffer as a result. As Mayor, I will conduct a more comprehensive look at all our tax incentives, including the 10 year tax abatement program, so we can continue to grow and invest in our city without sacrificing critical revenue options.

19. What qualities and experience would you look for in your appointees to the School Board? What standards should School Board appointees use to evaluate current or proposed privatization measures (e.g., charter schools)?

School communities—students, parents, caregivers, teachers, school administrators, paraprofessionals, support staff, and community members—are the lifeblood of the School District of Philadelphia. Their perspectives on in-school conditions and on-the-ground realities of daily school operations are our most valuable insight in

understanding how the School District should be led and should grow. Fully understanding the challenges that the School District faces, and the opportunities to prioritize equity and improve communication, depends on the perspectives and expertise of school communities. These voices have restored nurses and counselors in every public school, limited high-stakes testing, centered mental health and trauma as top investment priorities, and won new facilities and renovations to school building. To deliver on the promise of local control, I am committed to building a School Board that reflects the people's movement that ended our state takeover and has time and time again rejected mass closures of public schools. As such, parents, caregivers, and civic leaders must have a strong voice. So too must representatives from organized labor, and those with significant experience in classrooms.

Any School Board member that I appoint must showcase a deep commitment to racial justice and addressing the quality of education particularly in Black and Brown neighborhoods. They will reject the privatization of public education and the reliance on high-priced consultants and outsourcing for positions and services. Members must also stand against and challenge archaic practices that compromise our young people's ability to learn, such as leveling and split grades. Above all, any School Board member I appoint must reject any proposal around mass school closings, and must be committed to achieving equity through bolstering the resources and supports that neighborhood schools offer.

20. How would you work to support acquiring fair State funding for the Philadelphia School District? What experience and relationships do you have working with entities in Harrisburg that would help accomplish that?

Please see my answer to Question #4.

21. What steps do you want the city to take to address climate change and to shift away from fossil fuels toward renewable energy sources? Do you support the City amending its investment portfolio to divest from fossil fuel companies?

I believe in bringing a Green New Deal to Philadelphia. We know that cities can win on environmental justice. After Flint, I took action and passed the strongest and strictest laws in the nation to guarantee lead-free water in schools and daycare centers and to install brand new modern hydration stations in every public school. This work led to the creation of the Healthy Schools Initiative, a group of advocates advancing a community-led systems-change approach to safe school facilities — and also kick started

a \$500M effort around school modernization. These are examples of how I will harness the power of community voice to drive solutions to our climate crisis.

Moving forward, I will be dedicated to encouraging the creation of high-quality jobs through large-scale retrofitting of public buildings and schools, as well as residential homes, and I believe we can make renewable energy accessible by holding our utilities accountable to transitioning to renewables and passing cost savings along to residents. I will continue to fight for sustainable investments in public transit and oppose the expansion of fossil fuel infrastructure in Philadelphia. I will ensure that we are considering climate impacts and the need for climate resiliency throughout city decisionmaking and budgeting. And I will commit to leading the charge to amend our investment portfolio to ensure that we are fully divested from fossil fuel.

No single leader knows precisely how we attack climate change at the local level. I will listen to and follow the lead of activists and climate leaders, especially young people, who have the vision, urgency, and moral clarity to chart our city's future.

22. What are your priorities for funding City and Court services? How would you ensure that these services are provided equitably throughout the city?

The City's budget is a reflection of its priorities. The City budget must center both racial equity and inclusive growth, and it almost must show a commitment to protecting public assets and providing residents the public resources they need to live, thrive, and support their families. Our city and its residents need well funded public schools, better sanitation services, and every resource at our disposal to keep communities healthy and safe. We need full service libraries, parks, and recreation centers. We need to deliver city services that do more than just meet needs — the lighting up and cleaning up of our streets, sealing of vacant lots, and beautification of parks and green spaces is a proven antidote to violence.

In Council I fought against using American Rescue Plan dollars for tax cuts and instead invested in schools, community violence intervention programs, and housing. As Mayor, I will commit to an inclusive budgeting process, and set a budget that delivers for communities, and especially provides every resource possible to combat gun violence. I will oppose wasteful corporate tax giveaways and other trickle down strategies that have shortchanged residents.

23. What level of services should the city support to fully fund and fully staff our Library and Parks and Recreation systems? Please explain your position and how you believe those systems can be funded.

I have been a leading and vocal advocate on expanding the services that our libraries and rec centers offer, and have called for recreation centers and libraries to always be open on nights and weekends—**no excuses**. As Mayor, I will make filling vacancies and expanding services a cornerstone of my approach to building a more vibrant city, especially because our libraries and rec centers are safe havens for young people. As I have long said, the City's budget is a reflection of the Mayor's priorities. Choices are made when budgets are proposed and passed. My priorities are to fully fund, and expand the services of, libraries and recreation centers.

24. How would you address staffing shortages throughout departments, including those that are a result of unfilled positions? What initiatives would you put in place to help hire and retain current City / Court workers

I believe, and have already taken, an all-hands-on-deck approach to filling vacancies within our municipal workforce to ensure that our City services are adequately staffed, and as many talented public servants as possible have access to quality City jobs. That's why I introduced legislation before leaving Council that will help us fill these vacancies by revising the residency requirements for City jobs – placing Philadelphia back among our peers in our ability to recruit and retain talent as a major city. This is about ensuring every City agency and department is functioning at full capacity to meet the needs of every neighborhood in our city.

25. What is your position on the privatization of City services?

Please see my response to Question #13.

26. Do you support publicly financed campaigns for all City elected offices? If no, please explain.

Yes. I was a co-sponsor of the bill to bring public financing of elections to Philadelphia. While it is unfortunate that the sponsor of this bill could not get it across the finish line, I will continue to support the effort, and any other initiative that further democratizes our City. The money already spent during the upcoming election shows that big money interests continue to try to dictate who runs our City. That's why my campaign is fueled by grassroots donations more than any other candidate in this race.

27. Do you support legislation that enables the City to recover subsidies from corporations or other businesses that fail to provide jobs or other benefits to city residents as a condition of the subsidies? Please explain.

I have been at the forefront of changing our City and State's approach to tax incentives. I came into office with the belief that we have to take seriously the subsidies and incentives we use to encourage growth in our City. I have been the primary critic of the Keystone Opportunity Zones, especially in rapidly developing areas—our City continues to throw tax breaks and subsidies at big business and developers, to the detriment of our City services and schools. My first act as a City Councilmember was to introduce and pass legislation requiring businesses to report the value of the subsidies they received from our City and the number and quality of resulting jobs. As Mayor, I will use these reports as the foundation for accountability to ensure tax incentives actually lead to development and real business attraction. I am also committed to working with the city of Philadelphia to discuss whether we need new subsidies to invest in, build and attract new businesses and industries.

28. What is your position on the current cap on annual contribution in the defined benefit plan by employees in the stacked hybrid plan of the Municipal Employee Pension system? Should the cap be indexed to include automatic increases tied to salary increases?

The current cap on the annual contribution in the defined benefit plan by employees in the stacked hybrid plan must be changed. I recognize that the City employees that are in the plan have different average salaries, and that many have salaries that fall below the cap. But the cap should be raised over time so that affected City employees, and especially District Council 47 members who are veteran City employees, are not hurt. As Mayor, I am committed to working with District Council 47 to explore ways to increase the cap. I am also committed to having a representative of District Council 47 on my transition team to evaluate and implement such a proposal.

29. What is your position on City employees having the option to live outside the city? Please explain.

I believe there should be a consistent approach to the city's residency requirement and I personally believe City employees should live within city limits to boost our tax base, improve public services, and expand investments in workforce housing.