

If elected, what would be your top priority in your first term?

The first order of business will be to stabilize the crisis of COVID-defined New York City. I will do so with the following:

- **Stabilize communities by ending the eviction crisis** for both residential and small business tenants by focusing on mortgage reform.
- **Stabilize families through Universal Childcare** for all children starting at 1 year old; use this to increase employment via CBOs and other community-based programs; use new childcare centers to deliver additional supports for women and families.
- **Meet every student where they are** in three major ways: individual education plans for every student; an onramp from high schools, to CUNY, to workforce development; and vastly expanded adult education to transition to the future of work with financial and life skills.
- **Foster job creation** by creating a great environment for small businesses, including the arts. New York City can and should be the best place to start a business, including cooperative and ESOP models, by reducing the red tape and fees associated with starting a business -- having government entities be partners to businesses, rather than punitive institutions.
- **Achieve positive outcomes for families and communities** by coordinating the delivery of essential City services and directing them where most needed via a data-driven approach, in partnership with the communities themselves and the nonprofits already supporting them.

- **Bring safety to all New Yorkers** by focusing on creating healthy communities, using data to identify communities in crisis, implementing alternatives to armed intervention by the police, and rethinking our goals and methods for criminal justice.
- **Address climate change** by focusing on carbon emissions urgently, and by smart advance planning for the inevitable rise of the seas and the more violent storms to come; use it as an opportunity to inform all future government infrastructure projects to ensure they're sustainable.
- **Support the arts** by stabilizing arts communities, starting with artists themselves who are in crisis throughout our city, and by using the arts as an engine of growth for communities and the economy.

What personal and/or professional experiences do you believe make you uniquely qualified to run for New York City Mayor? Attach resume or CV if desired.

My job as Mayor will be to redesign the city government to work for everyone. A good mayor needs both the skills of an excellent manager and the vision to elevate public needs above the private interests of a few. The current Mayor demonstrates what happens when career politicians are elected to operate the largest city in the nation. If we believe that structural change is necessary, we can't change it with the same mindset that we used to build it. Here's what I think our next Mayor needs:

- The next Mayor needs to bring confidence: proven experience innovating across the breadth of government services; experience in finance and management; the ability to organize and motivate people to accomplish the impossible.

- The next Mayor needs to have empathy: life experience building trust and uniting people across the broadest spectrum.
- The next Mayor needs to tell it like it is, to be clear, authentic, and trustworthy.

Why Me:

- I may look like an outsider because I'm a first-time candidate, but actually have over 30 years of practical experience in government, policy, and the private sector bringing "impossible" ideas to fruition.
- I have fresh ideas that demonstrate my experience in solving complex, intertwined, and structural problems in both my private and public career.
- Unlike other candidates, I have a history of working between the public and private sectors, always in the service of moving the public interest forward. And ultimately, that's how a city runs: with collaboration between public entities and private businesses.
 - For example, I've worked on:
 - Queens West to bring New Yorkers housing and broadband; Safe Horizons bringing victims of domestic violence to safety; the Brooklyn Public Library, to bring literacy and education to within half of mile of every NYC resident's home
 - I've built many aspects of the City with a focus on climate resiliency, broadband & power access, and increasing greenspace
 - Breaking silos with integrated services delivery and technology integration. Because of this experience, I know that details matter -- and technology matters because it helps collect data, which informs the details of how all of these systems should work.
- And through it all, I've raised a family here in the city, so I know how this relationship affects each of our families individually. That's where the tentpole of my platform comes in: **Universal Childcare** will utilize partnerships between public and private businesses.
- Lack of fear and not beholden - I don't owe anyone anything.

- This is not a career change into politics - this is a continuation of what I have always done, which is to believe deeply that a better way for us all is possible, and to pursue that with all of my energy.

List all of your endorsements, including but not limited to elected officials, unions, political clubs, and community-based organizations.

We have not yet received any endorsements. We are eager to work in partnership with our future endorsing entities.

What, if any, groups or industries will you not accept campaign contributions from? If any, please note specifically whose money you will not accept.

We will not accept campaign contributions from the NYPD or associated entities, like the NYCPBA. We will not accept contributions from corporations or unaligned political action committees. We will not accept gifts from the Real Estate industry or its associated lobbyists or lobbyist organizations.

How do you propose helping NYC recover from the COVID pandemic and resulting economic recession, particularly given the projected shortfall in city revenue?

Epidemiologically, we first need to know precisely where the vulnerable communities are located. Then we can identify the blocks and neighborhoods with the proper process to provide the proper distribution mechanisms to vaccinate for those in need. Furthermore, by knowing who the people are that are the most vulnerable, and the "most high-priority" like healthcare workers, we can then organize a management system to notify those populations and organize a delivery system directly to the population vaccines including line/queue management.

One example, if you're a healthcare worker and you work for a hospital, you'll get vaccinated, but if you are a home health care aid, then you won't get vaccinated. New York City has this data and it is absurd that we have to worry about one group of workers and our community not being cared for, because of data mismanagement. This starts with the NYC Department of Health, utilizing medical records of individuals, if they are classified as high-risk, then their medical provider can reach out to those individuals providing the vaccine. My distribution plan will focus on harm reduction and prioritize the needs of communities of color and individuals that are classified as high-risk through a standardized method of screening and closely collaborating with vaccine distributors, community-health centers, and the NYC Department of Health. We can use existing infrastructure such as school buildings and public-financed stadiums to be the centers for public-health and resource-distribution centers such as COVID-testing.

Economically, immediate strategies include extending a two- year eviction moratorium to small businesses, freezing an increase on taxes and other fees on small businesses, and extending street dining permits till the end of 2022. Reducing commercial rent and decreasing or deferring payroll taxes for small business owners will increase their profit margins in the short term while allowing them to survive the decreased revenue losses coming from the economic impacts of COVID-19.

Small businesses often face low-profit margins and require assistance in decreasing their non-revenue tied costs, which local governments can help with from the strategies above. The city must consider decreasing regulatory burdens and, where possible, taxes, both in a targeted, precise way, in order to get these small businesses back on their feet. This is also an opportunity to rethink NYC's streetscape and embrace new forms of dining for small businesses. For example,

European cities have supported small local businesses by creating pedestrian squares that are safe from vehicle traffic and access to the disabled. Such streetscapes in NYC would reduce pollution and create community spaces with long-term economic impact and sustainable growth.

COVID showed us that resources in this city are still inequitably distributed by race and social class. To fix the root cause of inequity and resource disparity, I will focus on lifting up communities. This begins with implementing universal child care across NYC. If we can have a library within a half mile of every home in Brooklyn, why can't we have childcare centers within a half mile of every home in NYC? Universal childcare will help reintegrate parents into the economy, after they left jobs to shoulder the extra childcare work caused by school closure orders.

Next, we need to look to the next pandemic. That will require first and foremost implementing preventative care solutions and strengthen our public health systems in low-resourced communities. Since the 1970, the World Health Organization¹ changed the definition of public health from a focus on reactionary to preventative and predictive; yet, our policies and institutions do not reflect this change. It is not the dominant way of thinking in NYC even though the overall healthcare industry has consistently researched and quantified the benefits of preventative health. We must close this disparity by growing community medical centers and working closely with public health nonprofits, along with structural changes to insurance coverage, so all New Yorkers have affordable access to quality care.

Right now, we have a 2-tiered healthcare system in NYC: One for the affluent, and one for everyone else. I have seen first-hand the tragic effects of that system.

¹ <https://www.who.int/about/what-we-do/who-brochure>

Moving forward, NYC needs to increase education and awareness surrounding public health resources along with expanding community-care centers where we can implement care to individuals. Promoting preventative care is only possible if there are care-providers for residents to access. Embracing community centers of care will greatly improve our public health infrastructure. By expanding successful models into low-income neighborhoods that require public health resources, we can address this critical need by growing public health versus reallocating from another neighborhood.

How will we pay for these solutions? I believe in taxing the wealthy. I believe the wealthy are willing to pay more in taxes with a clear rationale and defined uses of funds. The process and reasoning for tax increases must be transparent to garner support. But tax increases are controlled by the State, requiring a productive working relationship between the mayor and the governor. Other tax changes need to happen at the Federal level; for example, carried interest should be taxed like any other income and corporate taxes need to return to historical norms. Hugely profitable corporations like Amazon and Apple should be unable to avoid paying income taxes.

What measures would you take to improve educational opportunities for all students in NYC? How do you plan to ensure that all NYC children are able to attend high-quality, integrated schools? Do you support D15's integration plan as it has been implemented? What changes, if any, would you make to the current D15 integration plan?

I will implement universal child care across NYC, advocate for individual education plans to meet every child student where they are at, install universal broadband so all schools and students have high-speed wifi and the appropriate devices they need to connect to them. I will place the schools at the center of the community, and the child at the center of the school. Currently, schools do very little to bring parents together, nor is their physical space used in an efficient manner. Having Using school the space be used as a center to distribute food to students and families that need support, using it as a resource center for parents seeking their GED, and allowing school the space to be used as a focal point for recreational and arts activities, are only the beginnings of what is possible in our schools. We've got to dream big for all of New York's children.

In my DOE, every student will have an individual education plan so that the educational system can meet every student where they are, regardless of where they live, their learning or developmental differences, and the interruptions that happen in life. It shouldn't matter whether a student graduates from high school in 12 years, or 10 years, or 16 years. A digital school will allow students with different paths to have continuity in teaching and learning, with flexible in-person schooling, and guidance counselors and peers who really know them.

We will make the path from high school to CUNY or SUNY more seamless and integrated, including career planning and workforce development starting in high school.

How would you have handled the reopening of schools for the 2020-2021 academic year? How would you prepare for a second wave of this pandemic? How would you propose to ensure that the needs of highly vulnerable children with special needs, who are homeless, come from poor families, and/or live in households without adults who could aid their learning are not left further behind when remote learning has to be relied on?

The reopening of the school system reveals the inflexibility of the entire education system. As soon as COVID was an issue, the school system should have prepared for it. And further, children have always needed the accommodations we've cobbled together for the COVID response -- when they are facing housing insecurity, or lose family members and need to spend time at home, for example. The lack of technology, universal broadband, planning for a foreseeable health crisis is unacceptable in the greatest city in the world, which also houses the largest public school system. And a complete failure to address the needs of homeless and learning disabled students is what made the most vulnerable students the most heavily affected by this crisis.

Now that COVID is upon us and we have suffered all these issues, we know we cannot go back to a broken system. The problems are clear, and we can reform our system to meet students where they're at. We can utilize technology to increase flexibility for students from all parts of the city, with all resources and learning abilities. With my experience, I know how to bring reliable broadband to all parts of the city. Additional recommendations include the following.

1. Implement universal broadband and wifi
2. Implement universal technology access
3. Properly train teachers in technology adoption and usage
4. Train parents in these technology

5. Bring the youngest, most vulnerable students back in person, especially as warmer weather allows for more in-person, remote classes in parks and other open spaces.
6. Keep high school remote to free up space for younger students.
7. Implement a COVID testing program in schools and use schools as vaccine distribution points. Schools should operate as centers for delivery of public health.

Do you support allowing non-citizen New York City residents to vote in City-based elections? Why or why not?

Yes. They are the recipients of city services and pay our city taxes. They deserve a voice and opportunity to choose their representatives.

Do you support any campaign finance reforms for NYC? If so, please describe.

Absolutely. When we launched NYC Votes for city elections, it was a huge step forward; however, the work is far from finished. The CFB's mission is "to foster voter engagement with our elections" and to encourage more participation by residents to run for public office. As we see, currently, voters are uninformed and confused about ranked choice voting.

Given the complexity and pervasiveness -- the efforts are woefully inadequate and there has to be greater investment for the benefit of voters. As a former board member of the CFB, and now a candidate for public office, I find the entire system overly cumbersome and bureaucratic. This continues to disincentive and discourage first time candidates from running. The NYC CFB platform feels punitive and reactive whereas it needs to be predictive and collaborative.

The most powerful disincentives to voting reform are the spoils of incumbency. Incumbents have an unfair advantage on the money front with the ability to bring money from prior campaign accounts. Imagine if everyone started at the same place, with \$0 in the bank for the campaign.

Now that the State government has passed the Reproductive Health Act, what steps would you have the Council and City Hall take to increase reproductive healthcare access, including maternal healthcare, and to do so equitably?

As a part of my Universal Child Care initiative, I would make childcare centers community-focused centers. This includes providing resources to mothers and their children, including access to birth control, sanitary products (on which I also support removing the luxury tax), and internet access for moms who freelance or work from home.

I would support any legislation that expands maternity and paternity leave, given that every city in the US is still behind our European peers in this, and also would use my power as the Mayor to enforce this within our city. There are many industries in NYC that rely heavily on freelance workers, and use that to get around laws regarding maternity leave, nursing rooms and facilities, and pregnancy discrimination laws. These laws have no power if they're not enforced; and they can't be enforced if we don't know what's happening to our own workers.

Maternal healthcare must be expanded in communities of color, which have higher maternal death rates.

The MTA is facing a significant revenue shortfall and many parts of the city lack access to reliable public transportation. What measures would you implement and/or enforce, to promote safe, efficient, and accessible transportation options for mass transit users, pedestrians, cyclists, and drivers in Brooklyn and in the City as a whole?

I support making NYC a more bike-friendly city, and I believe that reasonable enforcement of bicycle traffic is key to that. In European cities where bicycles are the primary mode of transportation, hordes of cyclists stop at red lights and wait patiently for green while pedestrians cross. There is no reason we cannot have this too. But first, we need the infrastructure.

I also support open streets in key areas where foot traffic is heavy, similar to European cities. Lyft and Uber receipts show us that the most common routes traveled by car are routes between boroughs, highlighting the need for improved inter-borough transit options and supporting micro-commutes. And with more public options outside of subways and buses - like bikes, scooters, walkable streets, and other creative options - we will reduce car use and carbon emissions in the city.

How would you ensure fairness in employment, salary, workplace conditions, and promotion? What is your position on strengthening and increasing access to union membership?

There needs to be real reporting and data transparency on equity in the workplace. There is currently almost no required reporting on workforce diversity or pay equity. We need more rigorous enforcement of labor protections, especially in lower wage work, including undocumented workers. All residents of the city should have the same labor protections, and utilizing technology to collect data can solve that.

34% of the workforce in NYC is freelance; many workers don't have unions looking out for them. We can create a city-wide benefits program -- a "Health and Benefits Trust" for nonunion workers, as well as a complaints and reporting system to ensure employment laws are not being violated.

The City should automatically calculate the benefits, like food stamps, that residents are eligible for. Why do we waste the time of low income New Yorkers going from agency to agency, when we could automatically disburse resources through a centralized system? By shifting to an automatic calculation of benefits, we can stop payday lending and provide financial services to the unbanked.

How would you ensure that underserved communities receive fair and equitable treatment from city government? What policies do you support that would level the playing field for historically marginalized groups?

To fix the root cause of inequity and resource disparity, I will focus on lifting up communities by increasing access to services. If we can have a library within a half mile of every home in Brooklyn, why can't we have childcare centers within a

half mile of every home in NYC? We can use existing infrastructure such as school buildings and public-financed stadiums to be the centers for public-health and resource-distribution centers such as COVID-testing.

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We should look to other cities that are already developing solutions to this problem. Oakland, California has developed an equity scorecard that evaluates all proposed capital improvement projects. The scorecard asks whether a proposed project improves public health and safety; contributes to economic prosperity; and several other metrics that give preference to those projects that benefit underserved communities. Proposed capital projects are then prioritized based on scorecard results. As mayor, I will implement a similar method of evaluating capital projects, and I will entrust this evaluation process to a non-political body to ensure that it does not favor wealthier neighborhoods.

We currently have ad-hoc, disconnected government solutions that don't address the deep-rooted causes of accessibility for individuals with physical challenges. We need a wholesale design plan for the new streetscape that takes into account the elderly, people with disabilities, and children.

What policy and practice changes are needed for NYC government to ensure sufficient quality housing that actually is affordable for existing residents in Brooklyn neighborhoods?

I will implement a moratorium on luxury development. First, the city needs to build a real registry of affordable housing units and track for compliance. We need to have a one stop shop to see what space and units are available while also knowing the total cost of any new construction projects. We also need to understand the true impact on small businesses and social displacement in communities with these new constructions. If public-private partnerships do continue for affordable housing, we need to ensure that more than half the units are not priced at market rate and affordable for New Yorkers making the median income of \$55,000 a year and low-income families.

One priority, as mayor will be housing the houseless and poor, low-income NYC residents. We need to create the most ambitious program to build truly affordable housing, leveraging the inventory of city owned land to achieve the goal of eliminating housing insecurity for all New Yorkers. The Government's job is to correct market imbalances; there is a massive undersupply of housing for low and lower income New Yorkers, relative to the demand. With the median income of New Yorker City residents being \$69,000 a year, the current situation of overpriced rents is untenable. We must explore how to leverage alternative models of

occupancy and home ownership such as the Housing Development Fund Corporation (HDFC) cooperatives.

For the houseless, we need to invest in and scale existing community based models (e.g., Community Solutions, Bailey House and the Jericho Project) that show we can successfully reintegrate those NYC residents without homes into communities. Evidence shows that victims of domestic violence, single mothers, veterans, and the mentally ill are at an increased risk for housing insecurity, so all of the plans outlined above will prioritize these groups.

All existing and future affordable housing needs to be built towards green standards as the city prepares for rising sea levels and decaying effects from climate change. We need to leverage advances in new technologies (e.g. pre-fabrication) to speed the delivery of sustainable homes for our city both present and future.

What policies would you pass or enforce to ensure public housing/NYCHA repair, upkeep and security, and access to alternate housing and services when lacking essentials such as heat, gas and hot water? What is your position on “privatization” of public housing/NYCHA, and on City government sale of public housing “open areas” (outdoor seating & recreation plots) and air rights to private developers?

There needs to be a system to fully understand the gross neglect of NYCHA's buildings. The accumulated repair estimate is reported to be \$40 billion. NYCHA should not be selling open areas, they should be using those open areas to build more housing, if it is needed. We need to think creatively about places like

city-owned golf courses, to perhaps fill in the need for housing. In addition, we need to measure what RAD is doing.

The private sector has failed to deliver sufficient affordable housing. Only the government can meet this need and reduce our reliance on private development. I plan to implement the largest plan to invest in truly affordable housing since NYCHA was built.

- Build truly affordable housing on city-owned property
- Build these using green technologies
 - Work with unions to innovate building technologies to speed delivery and control costs
 - Give first opportunities to Section 8 and NYCHA residents, and use resulting vacancies to renovate existing housing stock
 - Incorporate essential services, like healthcare, childcare and grocery stores
- Use tax liens to take control of properties that can drive more affordable housing

Given the City's Covid and post-Covid economic crisis, how would you approach your role in addressing the city's carceral system, including the plan to close Rikers?

We need to completely redesign the city's criminal justice response. If people are first time, nonviolent, or youth offenders, they should be sent home rather than detained. If you are using violence to protect yourself, why are you going to jail? We need to close Rikers, demolish it, and explore how the people of New York want to plan for future use of Rikers Island.

We also need to continue reevaluating the bail system, building on the new legislation regarding cash bail, and work to minimize the populations entering the carceral system by decriminalizing minor crimes and "vices." We must ensure that

when cannabis is legalized, the first applications to establish businesses should come from those whose lives were harmed by the war on drugs.

Describe your vision for public safety in New York City? What, if any, functions would you like to see removed from the police department? What agencies assume the functions removed from the NYPD?

A fundamental tenet of democracy is based on civilian control over armed forces. The democratic process includes checks and balances, which means more funding for the New York City Civilian Complaint Review Board (CCRB). DeBlasio turned down the CCRB budget request to fund 16 more investigators into police abuses -- I would support its growth, expansion, and strengthening.

Further, settlements paid from police brutality cases should be taken out of the NYPD budget, not the city budget. New Yorkers cannot bear the brunt of police brutality and the financial costs to sweep cases away from memory.

My plans for change include:

- Retool CompStat. Instead of CompStat being used solely for the police department to organize armed response to potential crime, CompStat should be used as an indicator of areas where we have community distress, and that would actually motivate a much more intensive and coordinated response from all the different components of government that would actually decrease that community's stress and lead to a more healthy community.
- 96 percent of police calls across the country are nonviolent. We do not need a militarized police force to respond to every 911 call. We should instead

deploy rapid response teams alongside police that have training in crisis de-escalation, mental health issues, and social work, that operate 24-7-365.

- Collect more actionable data on how police act. We know that black men are 2 1/2 times more likely to be killed by police during their lifetime, and black people fatally shot by police were twice as likely to be unarmed as white people. Use this data to adjust our responses.
- Emphasize restorative justice and alternatives to jail, and find ways to lessen the trauma of imprisonment. We need to think in terms of the whole life cycle: how do we actually reintegrate people back into their communities? We need to prioritize the mental health of prisoners -- supporting people as they re-enter society is what will make our communities safer.
- Reassert civilian control over the NYPD by hiring more investigators for the Civilian Complaint Review Board to reduce their backlog, and enlarge their role in scrutinizing police. I will also reduce the police commissioner's power over hiring, firing and discipline. What we've seen under Mayor de Blasio is a complete lack of respect for the mayor and his control, and the sole control of disciplinary actions held in the hands of the police commissioner. That needs to change.

Do you support changes to the ULURP process and to other NYC zoning mechanisms? If so, what specific changes do you support?

I support changing the current ULURP process based on equity and climate resiliency. We should expand mandatory inclusionary housing, support the 1572A local law to amend the city charter to mandate a racial disparity report. We need a moratorium on luxury development. We need to look at how to ensure that new

development contains provisions to expand city services. The city's population has increased by 1 million people since 1990, and seemingly all that has changed is a Q train on 2nd avenue. We need to plan for the certainty of a ten foot sea rise by the year 2100, which will force relocation of housing for hundreds of thousands of New Yorkers and all of our airports, and create a 21st century city with new wastewater treatment plants.

Do you have a plan to reduce and prevent homelessness in Brooklyn and NYC? Explain your plan.

Here are the steps we need to take:

- First, eviction and foreclosure moratoriums to March 31, 2022
- Then, use City's influence with banks to extend mortgage terms by up to two years, payment free
- Finally, provide mortgage extensions to landlords who will pass through the benefits to tenants; this will also allow us to cancel tenants' accrued debt

Second, we need to ensure that the homeless are housed in a sensible, safe and humane manner. To do this, we will need to partner with the City's many thought leaders and practitioners to::

- First, we need to generate new solutions for temporary emergency housing, and consider all possible resources to bring people to safe shelter swiftly.
- We need to coordinate delivery of services for the supportive housing essential to high-need populations
- Finally, we need solutions for long-term housing; the only way to accomplish this is through a major initiative to build truly affordable housing

Finally, we can't forget that homelessness is also driven by pre-existing conditions to the onset of COVID: the nearly 50% of homeless families fleeing domestic violence and the nearly 50% of homeless teenagers are fleeing gender violence in their own homes. As Mayor, I would review everything that the City can do to stop violence in the home, asking how we can better support families in this type of trouble.