



About the JP Progressives

Chairs

Melissa Threadgill
Heather Ross

Who We Are

Jamaica Plain Progressives is a group of JP residents (and, occasionally, folks from neighboring communities) who are working together to organize our community around progressive values.

JP Progressives is an action-oriented group, and we strive to make meetings focused, efficient, interesting and even fun. (What? Fun at a meeting?!)

We meet every third Wednesday at 7pm at Doyle's in Jamaica Plain. Our meetings are open to the public, and new members interested in being more involved in progressive political organizing in our community are welcome.

Statement of Values

We know we're not all going to agree on every issue every time — and that's okay. But we do think there are a certain set of values we all share that bring us together, and that makes us progressives. These include (but are not necessarily limited to):

- A commitment to equality for all people, regardless of race, sex, sexual orientation, gender identity, socio-economic class, religion, nationality, or physical ability.
- A belief that there are some things — including access to high quality, affordable health care, a safe and affordable place to live, a living wage and a good public education — that everyone is entitled to.
- A strong conviction that government has a positive role to play in our lives and communities.
- A commitment to ethical and accountable government, and a belief that inclusivity and widespread participation in elections and governance is an important part of our democratic government.

- A commitment to building a community that is environmentally and economically sustainable.
- A belief in the right to privacy, which means that there are some personal decisions the government should not interfere with.

What We Do

We're bringing progressives together to:

- **Build Progressive Electoral Power:**
This means recruiting, supporting, and helping elect progressive candidates for office. JPProgressives members are often interested in being actively involved in local campaigns as organizers, fundraisers, and foot soldiers — and in working together under the JPProgressives banner to demonstrate the strength of the progressive community to our elected officials.
- **Mobilize around Issues:**
We're organizing to raise awareness and affect change on issues of importance to the group. This process starts with helping members become more informed about issues of local importance, and we often organize educational sessions with local issue experts for part or all of a meeting. (Recent topics have included affordable housing, youth violence, and education.) We also help organize members to take action on important issues — call their legislators, attend community meetings, and talk to their friends and neighbors.
- **Progressive Community Building:**
We're working to build a lasting community of progressive activists, one that will outlast any one campaign cycle. This includes finding ways to keep people involved after a campaign is over, developing progressive leaders in our community, and building relationships among members, and between members and the community.
- **Jamaica Plain Community Engagement:**
We also know that the Jamaica Plain Community is larger than the members of the group. We want to continually be reaching out to members of the JP Community to encourage them to participate in the democratic process.

To Get Involved

If you share these progressive values and are interested in the sort of work we do, then we hope you'll join us.

Please visit www.jpprogressives.com, sign up for our email list, or send an email to moreinfo@jpprogressives.com.

JP Progressive Candidate Questionnaire

150 word maximum, no minimum. We will publish your answers in their entirety in the web version of this Candidate Survey. In the printed version, we reserve the right to edit for length, but not for meaning or intent.

Affordable Housing

There is limited space available for development in Boston. Given that, what sort of development should be prioritized, and how will you ensure that this development addresses pressing unmet needs, including affordable and low-income housing?

Development

When it comes to development in Jamaica Plain specifically, what are your top three priorities?

Environment and Energy

If you are elected, what are three specific actions you would propose for the City of Boston to promote energy efficiency, reduce carbon emissions, and improve the local environment?

Youth Violence

Given the resurgence of youth violence in the city, what specific steps would you take to ensure the safety of youth in our city?

What is your positive vision for youth in the City of Boston, and what do we need to do to get there?

Accountability, Transparency

What are the top three specific improvements you would suggest to improve accountability and transparency in city government?

Education

There will be a debate in Boston over the next few years about whether and how to revise the school's transportation plan. What will be your priorities when approaching this topic?

What do you believe are the primary causes of the achievement gap in the Boston Public School system, and what is your plan for closing this gap?

What specific actions would you take to improve the failing schools in Boston?

Human Services

Boston's Human Service and Public Health agencies are struggling with rising costs and shrinking budgets. If you could put \$10 million just into those agencies, how would you invest it?

Transportation

State level transportation agencies have been reformed and combined, but still carry some of the highest debt load of any transportation system in the country. In light of this, if elected what would your priorities be for improving the overall transportation system in Boston?

Jobs and Labor

Most job growth in Metro Boston has occurred in Boston suburbs, while minority populations have been growing in the central city. Black and Latino residents have faced unemployment rates 3 times the rate of white residents, and Asian residents twice that of whites. What single policy would you support that would have the greatest impact on unemployment and job disparities in Boston?

Race and Diversity

Affirmative action policies have recently been watered down by court decisions at the federal level. Were the City of Boston to be forced to dismantle affirmative action policies as a result, what are three steps you would take to ensure and increase access to opportunities within city government agencies? What are some creative policies other than affirmative action that the city could

implement that would support and retain diversity within its workforce?

Budget Policy

The city of Boston is very limited in the ways in which it can raise revenue. Given that, what changes, if any, would you propose to make city revenue policy more progressive?

If you were given the power to substantially reduce the budget of two city departments and increase the budget of two others by that same amount, what departments would you cut from, and which would you add to?

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize?

Do you support the death penalty?

Do you support same sex marriage?

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity?

Are you pro-choice?

Would you support a state constitutional amendment implementing a progressive income tax?



Jamaica Plain Progressives

working together to promote progressive values
www.jpprogressives.com

Candidates for Boston Mayor

Preliminary Election — September 22

Reduces the Field to the top two candidates

General Election — November 3

Candidate Questionnaires For:

Michael Flaherty

Kevin McCrea

Thomas Menino

Sam Yoon

Michael Flaherty

Affordable Housing

As a city, we need to bolster our commitment to affordable mixed-income housing by strengthening current policies, implementing new ones, and imposing a greater level of accountability upon developers and city agencies, including the two new ones that I would establish — Department of Planning and Department of Economic and Workforce Development (DEWD) — to replace the Boston Redevelopment Authority (BRA). As Mayor, I will increase our supply of affordable housing by making the city’s inclusionary zoning policy part of our zoning code so that it is more efficient and predictable. I also realize that high condo fees are preventing many families from pursuing a unit in the city’s affordable housing program. That’s why I will work with professionals in the legal and real estate industries to explore amending the state’s condominium statute, if necessary, to ensure that high monthly condo fees do not remain a barrier to affordable home ownership.

Development

Diverse Development: Residential development should have an affordable housing component to ensure that families of all incomes and backgrounds continue to be welcomed to this neighborhood, while commercial development opportunities should give priority to local businesses. Both strategies will help ensure that the original character and cultural distinctiveness of JP is preserved.

Green Development: We must build sustainable communities that are based on sound environmental principles and utilize green materials. We also need to incorporate “smart growth” practices, i.e., transit-oriented development as a way to reduce traffic congestion and make JP a more accessible and healthier place to live.

Open and Inclusive Development: JP residents must be empowered by the city to advocate for the best interests of their neighborhood. We need to end closed-door discussions, open up the planning process and ensure that community benefits promised are community benefits delivered.

Environment and Energy

We need to better understand the effectiveness of the measures we’re taking to fight global warming. That’s why I would ensure greenhouse gas emission inventories of our municipal buildings are conducted annually and their results are constantly informing next steps.

I would increase the city’s recycling rates by: immediately expanding our single-stream recycling pilot program to the entire city; mandating the recycling of all construction and demolition debris and special event materials; directing local restaurants to provide their compost-able material and kitchen trimming/scrapings to neighborhood gardens and city parks in exchange for reduced hauling fees.

I would improve the city’s efforts to educate businesses and residents about how they can become more energy efficient by welcoming programs like “Energy Smackdown” and launching a “green” city website that provides residents information about energy tax credits, local weatherization services and basic tips to reduce energy use.

Youth Violence

The street worker program, as operated during the 1990s Boston Miracle, effectively tackled youth and gang violence. Since then, the city has dramatically reduced the street worker program to just 26 workers and four “senior” street workers. In 2003, the program only had 12 street workers! In addition to hiring more street workers, we need to get them back out on the streets — especially during the late evening hours when crime is greatest. We also need to put them back into our schools so they have an opportunity to diffuse student conflict before it escalates into street violence. And when deemed appropriate, we must allow for workers with criminal records to become street workers again. With their intimate knowledge of the streets, they served as vital partners to the BPD and provided them with critical intelligence that resulted in successful efforts to break cycles of gang violence.

Our youth represent our future generation of community leaders, activists, teachers and business CEOs, making it essential that we invest in them at their earliest of ages. I envision a Boston where quality, public early education is available to all families and our public schools fail no child, especially one with barriers to learning. A college education can be pursued and acquired by all of our BPS students. Under my plan for youth, all teens will have access to a summer job and year-round employment opportunities, especially our older teens who need to be off the streets and in a job the most. With many opportunities stemming from the emerging green economy, I want to ensure that our young residents have access to a green vocational school within BPS. The greater the investments we make in this generation today, the stronger our city will be tomorrow.

Accountability, Transparency

I have called on the city to adopt several measures to bring greater accountability and transparency to its government, including the implementation of annual performance reviews, the government management tool called CitiStat, online budgeting that is constantly updated and available to the public, and web-streaming meetings held by the Boston Redevelopment Authority (BRA), the city’s Zoning Board of

Appeals (ZBA) and the Boston Employment Commission. By making government data and information more accessible and transparent, we hold public officials accountable to making sound financial decisions and make it easier for residents to inform themselves about how we are spending their money and what decisions are being made about their neighborhoods and communities. Through these strategies, we can earn the public's trust again.

Education

I did not support the 5-zone proposal. Yes, I have always supported the idea of children going to a school near their home, the idea that families could walk their kids to school and be involved with their school community. I believe our schools become stronger when they become a real part of the neighborhood. However, I also strongly advocate for equal educational opportunities and right now, a return to a neighborhood school system will not achieve such equality because there are too many underperforming schools in Boston. What we need to work towards is a school system where everyone's neighborhood school is their number one choice school. But that won't happen overnight and our success will certainly require bold leadership, collaboration among all parties and the incorporation of best practices working in other urban school districts across the country.

We can turn around our failing schools through bold reforms such as shifting to a school-based management system where principals are given greater authority to make decisions that best meet the needs of their particular student population. Under such a system, teachers and parents would also be more empowered and involved in discussions about budgeting and programming. At the same time, we need to welcome more charter schools so that we can replicate successes seen at schools like MATCH and bring in those charter schools that have demonstrated success elsewhere, such as the national KIPP schools. With the greater autonomies that we afford to both charter schools and our traditional public schools, we must also demand greater standards for accountability, making all schools responsible to provide a quality education and graduate all students — not just those without barriers to learning.

An April 2009 study released by the Mauricio Gaston Institute for Latino Community Development and Public Policy Institute of UMass Boston affirmed that the fastest growing achievement gap in the Boston Public Schools (BPS) is between English Language Learners (ELL) and mainstream BPS students. Meanwhile, the Boston Foundation's Boston Education Pipeline report card maintained that the greatest achievement gap in Boston is between mainstream students and students with linguistic or physical/cognitive challenges. Both reports underscore the point that our ELL and special education programs are in dire need of reform, especially since these student populations are also at greatest risk for dropping out.

To improve these programs, we need to improve communication between parents and BPS, and give them more options. We also need to improve assessments and better train both specialized and regular classroom teachers. Equally as important, we need to tie these programs to comprehensive support services.

Human Services

To address our persisting gang and youth violence, I would increase the funding for the city's street worker program so that we could increase the number of workers on the street during the late evening hours when crime is most prevalent. During the Boston Miracle, the city had 45 street workers which largely contributed to the city's crime fighting success in the previous decade.

I would also increase the funding for the Boston Youth Fund to get more Boston youth off the streets and in a job during the summer when crime often peaks. With additional funding, we could provide jobs to older teens who often need a job the most, but are currently excluded from the program.

Lastly, I would provide additional funding to the city's substance abuse prevention and recovery programs as addictions are at the roots of many criminal acts.

Transportation

Exerting a greater leadership role for Boston in MBTA discussions would be a top priority as many Boston residents need the MBTA to remain affordable and accessible. A strong MBTA is also critical to our efforts to develop our economy and reduce pollution.

Increasing MBTA's ridership also requires a greater investment in secure bike storage areas and developing walkable communities that deliberately place affordable housing near public transportation.

I would also invest in measures to relieve congestion and make it easier to get around the city, including the implementation of mobility corridors for the city's most densely populated neighborhoods, an initiative that should be driven by ridership patterns and demographic data. The city should support these projects by better enforcing traffic regulations around these designated mobility corridors.

Jobs and Labor

The emerging green sector presents an enormous opportunity to stimulate our economy and put people back to work. Most importantly, the green sector is creating a wide spectrum of jobs that require a variety of high and low skill sets and must be filled locally, not abroad. I have proposed that the city establish a Green Jobs Corps, similar to the one established by Oakland CA, where training programs are developed for those residents facing the greatest barriers to employment, including at-risk youth, immigrants, limited English-proficient populations, formerly incarcerated individuals and those with little education.

Implemented responsibly, a Green Jobs Corps will help break down social inequalities and achieve a higher degree of economic equality for all Bostonians. As Mayor, I will only champion those green jobs that provide quality working conditions, advancement opportunities and family-sustaining wages and benefits.

Race and Diversity

Fortunately, our city has the “Boston Residents Jobs Policy” (BRJP) on the books, which stipulates local hiring requirements for resident, minority and female workers in the construction industry. Unfortunately, we have inexcusable, abysmal compliance rates. That’s why I have repeatedly called on the city and the BRA to adopt strategies that will achieve and surpass the stipulated requirements. In fact, I believe that the emerging green jobs sector underscores the importance of figuring out how to make the BRJP work in the way it was intended so that residents, minorities and women are properly represented in today’s new workforce. As Mayor, I would improve recruitment efforts and hold oversight agencies accountable for compliance rates by requiring that the compliance rates for each project be regularly posted online, which would then inform community-based job placement organizations about where they should be targeting their placement efforts for minority and female workers.

Budget Policy

Our budget strategies must be two-fold: we must determine how we can trim spending and we must identify measures to bring in more money. Conducting annual performance reviews will help us to reach both of these goals. Certainly, the city could bring in more revenue if it held itself more accountable for collecting unpaid tickets and property taxes. Reports have indicated that the city is owed millions. Another strategy to bring in more city revenue would be to modify the tax exemption status of our colleges and universities so that they are required to pay some portion of prop-

erty taxes. The current system — which consists of voluntary payments — is not a reliable source of revenue, especially during an economic downturn. Other strategies that would free up city dollars are to eliminate high-paid consultants, put city workers on the state’s health insurance program and enroll city retirees into Medicare.

Through annual performance reviews, my administration would be able to make informed decisions about which city programs should be improved, consolidated or eliminated. Such a review would enable us to become a more efficient government and expunge wasteful spending and abuse. One area ripe for reform is the city’s Transportation and Public Works departments. Supposedly, they were merged over two years ago, and yet we still have a Chief of Public Works & Transportation, a Deputy Commissioner of Public Works, and a Transportation Commissioner on our payroll, with no savings or improved city services to show for it.

Savings identified through a more genuine consolidation of these two departments would allow me to put more money into our public safety departments and our Boston Public Schools (BPS). In addition, a shift to school-based management would redirect money from the BPS central office to our classrooms and students.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? **Yes**

Do you support the death penalty? **No**

Do you support same sex marriage? **Yes**

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? **Yes**

Are you pro-choice? **Yes**

Would you support a state constitutional amendment implementing a progressive income tax? **Yes**

Kevin McCrea

Affordable Housing

Actually, there is lots of space available, especially for “regular-people” housing, which is what we need and have not been building for decades.

The BRA and City of Boston own hundreds of parcels that should be out on the private construction market. We have to get it sold for productive use.

There are also many opportunities for building housing above the one-story commercial blocks all over the city’s neighborhoods. These housing units were originally intended to be built, after the owners accumulated some money, with several floors of housing above shops, an ideal development model for vibrant neighborhoods with reasonably priced neighborhood housing rather than the downtown luxury towers the BRA encourages.

We can accommodate thousands of housing units, and we should create new public transportation, for convenient and environmentally sound neighborhood living. The City of Boston used to have 800,000 residents in the same footprint, there is plenty of room for growth.

Development

1. Public transportation (e.g., the Arborway) should be restored and expanded.
2. More housing for “regular people” — working people, families, etc.
3. The youth center that was identified as an urgent need several years ago.

Environment and Energy

Get more public transit investment in the city from MBTA by leveraging our annual contribution to the T. We need to expand service, not slash it.

Annual energy audit for all City buildings, and a public program for audits for private building owners; post statistics for all to see if we’re making progress

Resource recovery — trash collection, materials recycling to very high level (now a low 13%)

Youth Violence

Plan a city system of neighborhood schools that would serve as child, family and community support centers.

Enforce job hiring requirements for public and private development, which currently fall well below targets for resident and minority hiring.

Use federal, state and city economic development loans for local business development, directly involving school drop-outs, “gang” members, returning inmates, etc. I

I believe our youth can accomplish all that children elsewhere do. I don’t want to talk about them as “at-risk” — I want to see in them their full potential and inspire them with hope and expectation for a successful future.

We need to identify their special problems, and give them the support they may lack due to poverty, language, family issues, etc. We have many youth programs, but many youngsters are not being reached, and services aren’t coordinated enough.

School teachers should work in teams with counselors and other support staff, to let youngsters grow into productive, self-reliant individuals and community members.

We need to let kids know about the many programs available to them, and work with local institutions such as sports teams, museums, and other arts and culture groups to involve and interest our local kids in what they are doing.

Accountability, Transparency

I’d establish a Sunshine Commission, like San Francisco’s, to create and enforce a strong City Open Meeting Law; the state Law and enforcement options are not reliable. And I’d post all public records on a searchable web-site; until that’s done, the Sunshine Commission should create and enforce a City Public Record Law. In short, I want to install what I call the Total Transparency System: all income, all expense, all contracts, all bids, all salaries are available online for any citizen to see. With today’s technology we have the capability to return to the New England Town Hall form of government where all the citizens have access to all the information in order to make informed decisions about our future. Anything less is second rate, and for me Boston should not be a second rate City.

I’d promote charter reform to improve checks and balances between the legislature (Council) and executive (Mayor). We need to make more competitive political races, by reducing signature requirements, instituting term limits, campaign finance reform, media requirements for public service programming, and campaign requirements such as candidate debates.

I’d eliminate the Boston Redevelopment Authority, prohibit eminent domain except for public uses, and create a planning and zoning department accountable to City Council, as it is elsewhere. Any activities done by the BRA lack public accountability.

Education

We need to make a network of walk-to neighborhood schools that can serve as multi-purpose community centers. We need a city plan that sites schools where they are needed. We don’t have a school system, we just have a random scattering of schools and a “lottery” that works for a few connected people and frightens the rest. This planning has

to include parents and teachers as well as administrators. As busing is phased out, the money can be redirected into real educational uses.

The achievement gap is the result of the family, resource, housing, support, language, confidence, and expectation gaps. We have to make up for those gaps, instead of writing off our youth and hiring more police to fill the school-to-prison pipeline. The solution will not be the charter formula mixing privatization, union-busting, and teaching to a test. We need to invest in our kids, give them what all kids need and they don't have: time, attention, discipline and a real path to success if they are willing to do their part. Further, we can afford it if we stop squandering our money on tax breaks, land giveaways, crony hiring, no-bid contracts, unfair pensions, etc.

First, we need to rethink the word "failing." MCAS test scores are not the only goal of education, and not a good basis for comparison because student populations are so varied. We should examine more qualitatively what schools are doing well, and what needs to be fixed. I'm much more worried about the drop-out rates than the test scores.

I'll create parent-teacher-student councils to plan a school system, identifying and serving each community's specific needs. I'll work with the teachers to help them help our kids.

I'll focus especially on young children, in the formative years. I'd create a "Make first grade first-class" program; school drop-outs can already be predicted by 3rd grade, and we should work with children and families in the first and second grades so they don't fall behind.

I'll add elected members to the School Committee for more broader representation and accountability.

Human Services

I'd identify mother and child services that are needed to support poor, broken, homeless and immigrant families. The community health centers may be good locations for that.

Transportation

Boston contributes more money to the T than any other municipality, and we have very high-transit-use populations. We can also build the most transit-oriented development. We should leverage that power to demand better service for this city and environs, with lower fares.

Further, we should advocate with the governor to get the T's debt transferred to the state; transit riders shouldn't bear the burden of that debt alone. I endorse an increase in the gas tax, with that additional money going to public education.

Jobs and Labor

The most important thing I would do is to enforce the Boston Jobs Policy, which suggests that 50% of Boston jobs

go to Boston residents, 25% go to minorities, and 10% go to women. I've studied the hiring practices in Boston and we don't come even close to those goals. For example, at the Ferdinand building in Dudley Square, a building Menino promised to rebuild in 2005 and recently shelved, only 34% of the construction jobs went to Boston residents.

I'd initiate a plan for a new kind of economy, based on green manufacturing, retrofitting, transit construction, urban agriculture, and other environmentally progressive industries. When the BRA is eliminated, it will liberate a tremendous amount of land and money, and allow us to do this kind of planning.

I'd use a large part of our economic development funds to support "micro-lending," business consulting and technical assistance to small, locally oriented businesses. What I would NOT do is what Menino is doing: giving our money to big corporations to build luxury condos, hotels, office towers and parking garages that don't hire minority construction workers, but will hire poor people in dead-end, non-livable-wage service jobs. Trickle-down economies increase the wealth gap, and leave low-income people with no economic security.

Race and Diversity

I'd check the figures on minority hiring in the City, to see if it is representative of minority population proportions in Boston and equitable among salary levels. I'd reduce the crony hiring of "temporary employees" and institute more civil service exam hiring, to give qualified people an equal chance at good jobs. I'd make sure that job openings are posted in minority neighborhoods; I know many jobs that are filled through personal connections before anyone has a chance at them.

Budget Policy

Property taxes are inherently progressive, but the residential exemption, which seems progressive, is regressive, hurting renters. Yoon's sales tax and Menino's meals tax are regressive. People in poor neighborhoods often can't get fresh food and depend on fast food. Menino even calls his meals tax a "hamburger tax."

But we don't need to be figuring out how to tax ourselves more. The little-understood fact is that Boston is not struggling financially. Because we are vastly over-taxed, our treasury collects more money than the politicians can burn. And we waste hundreds of millions a year on developer tax breaks and BRA give-aways. I'd reform our budgeting and taxation systems. I'd institute zero-based budgeting, where each item has to be proposed and justified every year, instead of just upping every department's funding by some arbitrary percent. Reform first; then, I expect, we won't need more revenue.

I'd eliminate the BRA, which is not a City department but deprives the City of hundreds of millions of dollars every year. That would liberate billions of dollars worth of

property that the City could sell or lease, and at least \$17 million a year in cash flow — about the cost of the entire Parks and Recreation budget — for other uses.

I'd go through the staffing of every department to clean out the phantom jobs (funding but no hiring) and the make-work jobs.

I'd phase out school busing, which would provide tens of millions for education, if we need it after cleaning out all the no-job jobs in the school department.

I'd increase funding for Parks and Recreation, which Menino has slashed over the years.

I'd increase funding for the Finance Commission, an excellent fiscal watchdog. Menino stripped their funding to the bone, to disable their investigations.

I'd invest in the Transportation Department, which is just a traffic and parking division, and start planning for some city-operated mass transit (while we wait for T reform). We are going to strangle in traffic otherwise, and development will grind to a halt. I would increase the development of

biking lanes and making Boston friendlier for pedestrian, bicycle, moped and other alternative transportation devices.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize?

If it's done democratically, by confidential votes, just as our political elections are done to protect the citizens from retribution.

Do you support the death penalty? No

Do you support same sex marriage? Yes

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? Yes

Are you pro-choice? Yes

Would you support a state constitutional amendment implementing a progressive income tax? Yes

Thomas Menino

Affordable Housing

We need to continue the effort to create more housing for people of all incomes. Since the first “Leading The Way” initiative in 2000, the City of Boston has overseen the creation of more than 18,000 new units of housing — 5,000 of which have been affordable, and nearly 9,500 affordable units have been preserved. Over this ten-year period, Boston has benefited from upwards of \$5 billion in private and public investment. This year’s Leading The Way III strategy approaches Boston’s housing needs by:

1. Addressing the Foreclosure Crisis through targeted initiatives focusing on intervention.
2. Reversing the Rise in Homelessness through prevention, placement, and production of permanent housing designed to reduce long-term and family homelessness by 50% by 2012.
3. Preserving & Stabilizing Boston’s Rental Housing by preventing the loss of publically assisted affordable units.
4. Housing Boston’s Workforce by meeting the diverse housing needs of the City.

We will continue to support mixed income housing development through inclusionary zoning, disposition of city-owned properties and priority projects such as Jackson Square

Development

I am pleased to see that we’ve made some progress on Jackson Square, with Governor Patrick partnering with the City on the project. We would like to see more interest in productive development in the Forest Hills area, including housing and local shopping opportunities. We also want to keep the small business sector vital, through our Main Streets districts, as many of the jobs in JP are in these enterprises.

Environment and Energy

I’m proud that the Natural Resources Defense Council just named Boston as the top “green” city on the East Coast in its “Smarter Cities” survey. This goes along with Popular Science’s ranking of Boston as third in the nation, after Seattle and San Francisco. We were the first city in the nation to implement tough LEED standards for new building construction, we’re implementing single stream recycling throughout our neighborhoods, and we’ve enlisted numerous businesses in “Boston Buying Power”, an effort to lower energy costs through shared purchasing. We have also issued the first “green jobs” training grants, with more to come.

As we look ahead, we hope to find more appropriate locations for wind power, we will utilize more solar options, and we are now looking for the best proposals for the new Energy and Environment Block Grant from Washington.

Youth Violence

The City is working around the clock to curb youth violence in Boston. While crime is at its lowest level in some time, there is still much work to be done. Police officers, ministers and youth workers have been active in reaching out to at-risk young people in an effort to resolve any outstanding feuds and be proactive in detecting trouble. We’ve worked with private sector companies like John Hancock to give some of these youths real jobs this summer so they have an alternative to the streets. We also support the Boston Foundation’s efforts to augment city resources in these tough times with the Street Safe effort. All of us need to work together to make a difference.

The vast majority of young people in our city want to be productive citizens, so we have an obligation to give them a range of options to succeed. Boston is one of the few cities that provides summer jobs funds from its line budget, we have a number of computer literacy initiatives to reduce the gap between technology “haves” and “have nots”. We created Camp Harborview to give young people another safe place for recreation and fun while exposing them to our great harbor areas. We have also begun a partnership with local colleges to help keep more of our young people enrolled.

During my tenure, we have also created a range of new schools in Boston — including Boston Arts Academy and Tech Boston High School, which seek to give our young people more learning possibilities. We will continue to push for breakthroughs in education success through my proposal for “in-district” charter schools.

Accountability, Transparency

We need to continue our efforts to make Boston city government more accessible to city residents, not only through new technologies such as our iPhone application for calling in service requests, but also by moving government agencies closer to our constituents, as we will do by relocating the School Department and Neighborhood Development to Dudley Square. We are implementing a CRM (Customer Relationship Management) system through which every call is assigned a case number and should be able eventually to track their request online.

But most important, I’m in the neighborhoods and I ask my department heads to do the same. Technology is important, but government also needs the personal touch.

Education

We have to change the transportation plan in Boston and the School Department has proposed a plan for considera-

tion. We need to work with parents to ensure that as we free up resources for the classrooms, we don't leave any student without quality options for their education.

The Boston schools have students for a limited number of hours, and we have to ensure that they are productive ones. Early education experiences are critical to a young person's success and we are expanding pre-school programming for the very young. We are also looking to improve nutrition so that students stay alert and active. And we are demanding higher teaching and learning standards to challenges our youth to succeed. We will provide remedial help in this effort, in spite of major cuts in state aid.

As noted earlier, I have proposed a system of "in-district" charter schools to revamp failing schools in Boston. We will work with the Patrick and Obama Administrations to secure approvals and funding for targeting the schools in the greatest need and finding the best educators to turn these schools around.

Human Services

We are benefitting from some federal stimulus money in these areas for expanding nutrition programs and reducing obesity. We could also expand our efforts to knock on doors in our neighborhoods and make people aware of their eligibility for a range of programs, from Food Stamps and SSI, to Mass Health. We've begun this effort, and could use more help in this regard to leverage more federal and state dollars for our residents. Funding to such critical areas as Domestic Violence, elderly services and mental health and substance abuse have been drastically cut in this State budget. If money was to become available, I would look to restore funding to programs in these areas so critical to the public health of our communities.

Transportation

For a number of years, I have advocated for the upgrade of the "Indigo" Line through Hyde Park, Mattapan, and Dorchester and I am glad that this project is moving forward, in cooperation with the City and a number of community-based organizations planning development around the new stops. The T also needs to take another look at late night hours for people who work night shifts in manufacturing or the service industry. We should also continue our support for the Urban Ring as a means of bringing people to jobs.

Jobs and Labor

We need to continue to focus on education and the key to economic success, and while we received an award from the Broad Foundation recently as the most improved school system in the country, that improvement needs to move faster. We also need to see some of the federal stimulus money and future programs used to jump start our economy. We should revive the federal "Empowerment Zone" program that brought new investment to the Newmarket area, and focus

it around areas such as Dudley Square, where there are "ready to go" projects.

Race and Diversity

The City has worked diligently for a number of years since challenges were first brought to affirmative action programs in the Richmond case, the key factor being the documentation of information as to the need for such programs. We will continue to stay in top of these developments and stay ahead of the curve on this.

The City has a more diverse workforce than ever, reflecting the changing population of our community. The McCormack Institute at UMass-Boston recently documented that Boston is one of the few cities in the country that can say this. But we will not rest, and we will continue to reach out to ensure that the city workforce "looks like Boston".

Budget Policy

While we have finally secured a meals tax from the State (still lower than most major cities), more work needs to be done. I have worked to eliminate the telecom equipment property tax exemption and successfully lobbied the Governor and Legislature for residential property tax relief through classification. Early on in my Administration, we secured legislation exempting smaller businesses from the personal property tax. So we are constantly working, not just to raise revenue, but to raise it fairly. In the future, we need to look at the biggest owner of property in the city — the Commonwealth of Massachusetts, and work out a better structure for in lieu of tax payments. I did that with Massport and we have a very good arrangement with them.

I'd like to see us reduce school transportation costs and health insurance costs. As a member of the Metro Mayors Caucus (Greater Boston area mayors), we've worked for years for the right to work together to lower health insurance costs. Governor Patrick agrees with us and hopefully soon, the Legislature will too.

I've always increased the budget for education and youth in our city and would love to do more. Nothing is more important to the future of Boston.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? **Yes — I already have.**

Do you support the death penalty? **No**

Do you support same sex marriage? **Yes**

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? **Yes**

Are you pro-choice? **Yes**

Would you support a state constitutional amendment implementing a progressive income tax? **Yes**

Sam Yoon

Affordable Housing

I understand affordable housing. I spent ten years building affordable housing -for seniors and people with disabilities. It is my passion. I understand that financing and competing community needs are the major stumbling blocks for any project — and so is Boston’s disjointed and divisive development process.

City government should be a strong partner in developing housing. We have the talent and skills in our community development and tenant communities, but we need a city government willing to work with them. Most importantly, we need a total overhaul of our development process. Comprehensive planning must guide our development. We can start by eliminating the Boston Redevelopment Authority and establishing a genuine Community Development and Planning Agency.

As Mayor, I will strengthen the City’s Inclusionary Development Policy to build more units of affordable housing and push for solutions to the problem of expiring use properties, so we preserve those units as affordable.

Development

- Balancing modes of transportation — transportation planning and development needs to be about moving people, not just cars — on foot, bike, wheelchair and via public transportation
- Community Economic Development through production of affordable housing, local hiring and small business support. (The Forest Hills Project and Blessed Sacrament are clearly critical to this effort)
- Open Space — JP has an amazing heritage on this front as a community that fought I-93 to make the Southwest Corridor and trail blazed community gardens for this city. We can do more — Seattle has a city community garden program and conducted comprehensive planning to identify which city owned land is best for housing and for community gardens.

Environment and Energy

- **Energy Efficiency Retrofit program** — working in collaboration with youth organizations, community groups and unions to create good jobs and energy savings for low income families
- **Comprehensive Zoning & Permitting changes which encourage Green Neighborhoods** — Underlying zoning changes will increase community gardens, streamline

permitting for farmer’s markets, and incentivize healthy food options in neighborhood convenience stores and bodegas

- **City Zip Car Fleet Management** — allowing us to convert to a smaller, hybrid fleet

And there is plenty more we could be doing!

Youth Violence

There is no single issue that has influenced my decision to run for Mayor more than this one. I live in a community affected by violence, these are my neighbors and our children. We need cooperation, collaboration and a comprehensive approach to prevention— we did it before, we can do it again but not without new, invigorated leadership that isn’t all about credit.

1. **Focus on prevention** — youth workers, trauma protocol, funding for youth programs
2. **Create a City Office of Re-entry** — to coordinate recovery programs, CORI reform & help, housing searches, skills training to prevent recidivism
3. **Green Jobs** — Boston jobs for Boston residents for the new economy
4. **Boston Children’s Zone approach** — Violence is about public health as much as public safety. We need a seamless continuum of public health services from pre-natal health to college and career. Schools, Community Health Centers, non-profits, Boston Community Centers and libraries should be working together to reduce chronic diseases, persistent unemployment, and foreclosures; and to promote healthy homes, conflict resolution, & family unification.

Accountability, Transparency

1. **Open up the budget process** — That begins by scheduling budget hearings before a budget is drawn up and advertising the hearings. We need to ensure an engaged citizenry participates in the process.
2. **Bring development dollars back to the budget** — Right now, the Boston Redevelopment Authority controls billions of dollars in real estate and land and not a penny of it is accounted for in the city’s budget. I will establish a fully accountable city agency for planning and development, to ensure those dollars fund our schools, roads and parks.
3. **Establish Transparency 2.0** — Boston deserves a one-click searchable online budget. Citizens should be able to find detailed information about tax breaks, contracts, and spending on a single website. Performance measures will be fully reported and department heads will make data informed decisions. City employees will be rewarded for doing their job and providing services only.

Education

We should expect and insist that every child in our city have access to a quality public education in his or her own neigh-

borhood. The problem with Boston public schools and urban education in general is bigger than Tom Menino and it is certainly bigger than the transportation budget. Bottom line: the current transportation and busing debate in Boston is divisive and totally unproductive. All of our energy must be focused on transforming our failing schools and closing the achievement gap.

I believe that the achievement gap is caused by a myriad of factors — not all of which can be solely addressed in the school setting: poverty, poor health care, language, misdiagnosed learning challenges, trauma and other factors can prevent learning for individual children and for communities affected by these issues. The most important change needed to address the achievement gap is to take a Harlem Children’s Zone approach which engages all youth serving city agencies as well as community based services towards measured goals around educational achievement and health outcomes. This approach will require new leadership that values cooperation.

Several other specific proposals:

1. **Create “Smart Caps” on charter schools** — We need to encourage the innovators who have a proven record of success to work with the children our schools are failing. That means ELL students and special education students. Let’s find the solutions that work for them and replicate.
2. **Partnerships with colleges and universities** — Our higher learning institutions train a quarter of the world’s leaders. No other city in the world has the intellectual resources that Boston does. But for the last 16 years we have done virtually nothing to tap into these resources to create partnerships that can breathe new life into our schools. We have to seize this opportunity.
3. **Hybrid elected/appointed school committee** — We’ve had 16 years of an appointed school committee that is not working toward transformational change. The Mayor needs to be accountable for the schools, and appoint some members for expertise. But because of the tight link between democracy and education, I would like to see some elected members included as well.

Human Services

- **\$2 million into a statewide campaign for a progressive tax system** — The most important way to invest this money is to grow the pie for human services and public health funds. Many of the large social service agencies that serve senior citizens and provide mental health services rely of state funding. .
- **\$4 million to the Boston Public Health Commission** — The Commission is one of the best in the world. I would invest \$4 million to increase their capacity to treat chronic disease, improve food policy and prevent Youth Violence. I’d like to coordinate more violence prevention work through the Commission.
- **\$4 million in small community based non-profits** — In my experience small community based organizations

with budgets under \$1 million have the most impact on problems that face poor and underserved communities. Yet they are chronically underfunded. I would invest the remaining \$4 million in small community based non-profits that will stretch those dollars further.

Transportation

Our public works department is in the dark ages. Our transportation department is still more focused on moving cars than people. We have two separate agencies responsible for planning. One has accountability, but no power. The other — controlled by the Mayor and the developers who pay for it — has power, but no accountability. My first priority for improving the overall transportation system in Boston is to insist that city agencies work with our partners in state government and in private development to ensure a cohesive, balanced, affordable transportation system for Boston.

We need a Mayor who will encourage regional and inter-agency collaboration. City government should be working with the MBTA, MassPort and the state legislature to ensure Boston has a world-class public transportation system and the resources to maintain it. A big city Mayor who believes in public transportation can have a major impact on transportation.

Jobs and Labor

I support an Energy Efficient Retrofit program combined with a strengthened Boston Resident Jobs Policy (BRJP) to ensure that stimulus funds for Green Jobs benefit historically underemployed communities. If we get serious about a new Green economy now, we can spur the creation of new markets (tax credits for green roofs will spur green roof product and installation businesses). If we have a funded and enforced BRJP then we can work with unions and community based groups to ensure good paying jobs for Boston’s communities of color.

Race and Diversity

In Boston, diversity is our greatest strength. As mayor, my administration will look like our city. Diversity in the workplace is not just the right thing to do — it’s good business.

Three Steps:

- **The Boston Resident Jobs Policy must be enforced.** The City of Boston is the second largest employer in the city, and it is only right that city jobs go to Boston residents. We need to adjust this program to ensure that minorities are hired by the city.
- **Outreach** — The City of Boston should be aggressively seeking out a diverse workforce. Talented minorities who are willing to serve need to have the opportunity to do so. This outreach needs to start at Boston schools and continue into the colleges.

- **Work with Unions** — The city needs to work with unions, particularly the building trades, to ensure that women and people of color are afforded the opportunities they deserve.

Budget Policy

The single biggest, untapped factor in Boston's overall revenue picture is the Boston Redevelopment Authority. Billions of dollars of real estate — some city owned land — is controlled by this black box of an agency. I will eliminate the BRA and bring that revenue back into the city budget.

As you know, Boston has limited authority to raise its own revenue. As Mayor, I would be a staunch ally for progressive tax efforts at the State House.

Significant savings can be found in a number of areas — long outlined by independent reports. Curbing out of control overtime budgets for police, fire and public works will net tens of millions of dollars. Enacting long overdue reforms to the Fire and Public Works Department will also result in real money.

We need to reinvest these resources I youth and education programming.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? **Yes**

Do you support the death penalty? **No**

Do you support same sex marriage? **Yes**

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? **Yes**

Are you pro-choice? **Yes**

Would you support a state constitutional amendment implementing a progressive income tax? **Yes**



Jamaica Plain Progressives

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Candidates for Boston At-Large City Council

Preliminary Election — September 22

Vote for four, reduces the Field to the top eight candidates

General Election — November 3

Vote for four, top four vote-getters take office

Candidate Questionnaires For:

Felix Arroyo
John Connolly
Ego Ezedi
Thom s Gonzalez
Tito Jackson
Andrew Kenneally

Steve Murphy
Hiep Nguyen
Ayanna Pressley
Sean Ryan
Bill Trabucco
Scotland Willis

Felix Arroyo

Affordable Housing

For too long, Boston has been a city where the “working poor” have not been able to afford to live. I find that unacceptable. The people who work in Boston should be able to afford to live here, too, and I will make it a priority as an elected official to address the shortage of affordable and low-income housing in the city. One of the most straightforward ways to address the problem is to change the formula that is used to determine ‘affordability,’ which presently includes income data for the Greater Boston area, thereby inflating median income figures. If elected, I would move to change the formula.

Development

As an elected member of the Jamaica Plain Neighborhood Council, I have been able to successfully advocate with and on behalf of my neighbors for the construction of affordable housing. We have to ensure that whenever housing is being built that we also build affordable units so that everyone in our city has the opportunity to own a home. When communities are a part of the planning and process, development is beneficial to our neighborhoods. It creates jobs, supports local businesses, and eliminates blight. It is crucial that our neighborhoods and their residents play a role in deciding the future development of our city. I will also make sure that when development occurs, Boston residents are being given the first opportunity to work on the projects, and as someone who believes in the trade union movement, I will insist on union worksites.

Environment and Energy

1. Encourage bicycling by expanding bike lanes and improving roadways that bikers use. Dr. Peter Furth of Northeastern University has come up with several proposals to make Boston more bike-friendly, and I would add those to initiatives that the current administration is already pursuing.
2. Promote home weatherization trainings to make sure our housing stock is as energy efficient as possible (this is also a component of an economic development plan that will look to create thousands of ‘green jobs’ retrofitting houses in Boston)
3. Establish compost collection for homes and restaurants, turning waste into nutritious soil for our community gardens and residents who garden at their homes.

Youth Violence

As a youth sports coach (I coach young men between the ages of 13–15 in Jamaica Plains’ Regan Baseball League), I’m confronted daily by the youth violence problem in our city. My belief is that we have to create a system that values young people, and there are numerous steps that must be taken to change our culture and improve their chances of being successful. It begins with improving the quality of the education they receive in the public schools, and continues with the creation of jobs that let parents spend more time with their families and less time trying to make ends meet. We must also work creatively with institutions like our community centers and non-profit organizations like the Hyde Square Task Force and the Food Project, to give young people alternatives.

Accountability, Transparency

1. Public financing of municipal elections. Private financing of elections leads to the perception of a conflict of interest (the so-called “pay-to-play” system) at best and outright corruption at worst. It is clear that a system of publicly-financed elections would remove the leverage that special interests have over our elected officials, and encourage candidates who are otherwise willing to participate.
2. Create a Planning Department. The City’s development and planning process is dominated by the unaccountable and conflicted BRA. I am calling for significant reforms of the BRA, including a Home Rule Petition to create a City Planning Department. My proposal would create a Department independent from and with authority over the BRA, and structured to foster an open process.
3. Support legislation that makes our elected officials disclose any income that they make outside of their job as an elected official.

Education

Busing is a controversial subject in Boston, but we have to address the issue at the root of the controversy, which is inequitable distribution of resources. My wife, my mother, and my sister are all teachers in the Boston Public schools. I am aware of the challenges that they and their students confront on a daily basis. My priorities will be to focus on providing a quality education for all students, and then engaging in a discussion about how to revamp the transportation system.

The achievement gap is the result of three things: lack of resources at certain schools, lack of valuing the child as a student at certain schools and lack of involvement on the part of some parents. We need to make sure all schools in the BPS have the resources to educate children properly. We need to believe that all of our children can be good students. Unfortunately, addressing parental involvement is more difficult. We need to insure that all parents have access to the schools their children attend and that we make it easier for our parents to be a part of their children’s education.

Human Services

I am always trying to make the best use of the resources I have in any situation, which is one of the qualities I think makes me a good candidate for the city council. \$10 million invested in early prevention would reap many more millions in savings on treatments for diabetes, obesity, heart disease, and other chronic illnesses. As an organizer at Northeast Action with Health Care for America Now, I have come to understand that we spend billions of dollars trying to cure illnesses that could be easily prevented for much less money. I am also a part of the “Test One Million Movement,” whose mission is for one million Black and Latino Americans to get tested for HIV by 2010. This is another example of an ounce of prevention being worth a pound of cure, where testing can prevent transmission of a virus and the associated health costs.

Transportation

Overall, I support the idea of ‘complete streets,’ which means revamping our streets, paths and railways to complement all modes of transportation, including walking, bicycling, access for the disabled, public transportation, and driving. I am particularly concerned about the MBTA crisis and the proposed fare hike. The T, by its own admission, is on the brink of financial disaster. And much of it has to do with an unfair debt load. To make T riders pay a fare increase when ridership is at an all-time high defies common sense, particularly if the goal is to reduce traffic congestion on our streets, improve air quality in our neighborhoods, and provide working people with an affordable transportation alternative. The Boston City Council can’t turn this around by itself, but can be an important and influential part of a wider organization, by encouraging T riders to speak out, and ensuring that our state legislators and governor hear and understand their needs.

Jobs and Labor

Reforming the state’s CORI (Criminal Offender Record Information) system would have an enormous impact on unemployment and job disparities in Boston. Under the current system, ex-offenders have to wait up to 15 years for their criminal record to be sealed. As a result, they are unable to find employment. A reformed CORI system that allows records to be sealed sooner and eliminates questions about criminal background on initial job applications, making it easier for ex-offenders to re-enter society and become productive citizens.

Race and Diversity

1. Improve public education. Boston’s public schools are overwhelmingly attended by young people of color. In

order for them to succeed in any chosen field, they need the quality education that is the foundation of any pursuit.

2. Creative advertising of civil service opportunities. As someone who has done extensive work in Boston’s communities of color, I would argue that there are better ways to advertise openings at government agencies than the ones that are typically used.
3. Address leadership disparities. One way to retain diversity in the workforce in the absence of affirmative action policies is to give employees of color equal access to promotions and leadership opportunities. There is evidence that this isn’t happening consistently in Boston’s government and civil service agencies.

Budget Policy

Compared to other cities across the U.S., Boston falls woefully short in the diversity with which it raises revenue. The city is far too dependent on property tax. In order to weather any financial storm, and to improve our quality of life even in the best of times, Boston must lessen its reliance on property tax while at the same time working to increase the payments-in-lieu-of-taxes (PILOT) paid by our abundant non-profit institutions, which own over 50 percent of the city’s land. I support recent efforts to establish a meals tax and a hotels tax, and would work as a City Councilor to diversify our revenue further and also to improve PILOT payments. I will always be looking for ways to make the tax system more progressive.

I would cut from the BRA and add to Public Health and the Boston Public Schools.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? **Yes**

Do you support the death penalty? **No**

Do you support same sex marriage? **Yes**

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? **Yes**

Are you pro-choice? **Yes**

Would you support a state constitutional amendment implementing a progressive income tax? **Yes**

John Connolly

Affordable Housing

The following types of development should be prioritized, especially within our neighborhoods:

1. **Mixed-Use/Mixed-Income:** We should prioritize Smartgrowth Development that combines retail and residential uses linked to public transportation that ensures vibrant, diverse, and accessible communities. Our communities should reflect the socio-economic diversity of our city, which is the best way to create stable and sustainable neighborhoods.
2. **Transit-Oriented:** Developments within walking distance of public transportation should be encouraged to reduce the number of automobile trips generated, and the subsequent impact on the community and the environment. On the City Council, I led the effort to bring a shared bike system to Boston.
3. **Green/Sustainable:** All development, no matter what type should have a minimal impact on the environment and be as energy efficient as possible.

As for affordable housing, our priority must be to protect existing affordable units that are scheduled to revert to market-rate under expiring contracts. I will work with city and state agencies, community development corporations, and financial institutions to preserve these units. If we do not protect our existing affordable housing stock, then our efforts to add new units will be rendered moot.

Development

My three development priorities for JP have been and will continue to be promoting mixed-use/mixed-income housing, retaining small businesses, and preserving green and open spaces.

During my first term, I have been an active supporter of a number of affordable housing initiatives including Urban Edge's proposal to redevelop 82 units of housing in Roxbury and Jamaica Plain. I have also supported projects such as the relocation of Bella Luna/Milky Way to the new Amory site because supporting locally-owned small businesses is vital to the stability of the neighborhood. In fact, my office spoke in support of this project at a number of meetings. Finally, I have worked and will continue to work to maintain green and open spaces in JP. We must protect our great jewels, such as Jamaica Pond and Franklin Park, as well as all of our parks, tot lots, and playgrounds from encroachment by overdevelopment. Places to relax and play sustain a livable, healthy and vibrant community.

Environment and Energy

As Chair of the Environment and Health Committee, I filed the Council's first Green Agenda aimed at pushing Boston to be the greenest, most environmentally friendly city in the world. I secured a commitment from the administration to triple the number of hybrid vehicles to be added to the city fleet and shepherded over \$6 million in environmental stimulus money through the Council that will be used for weatherization and solar expansion. If reelected I will continue to push my Green Agenda that includes: a call for an Environmental Science Academy in BPS, a school focused on educating environmentally responsible citizens prepared for the expanding green economy; a carbon neutral neighborhood pilot program, and a shared-bike program. I will continue also to hold neighborhood environmental summits like those that I held in Dorchester and Charlestown aimed at getting neighbors to work together to reduce their carbon footprints. These summits were inspired by a JP based BCAN Global Warming Café that I attended in early 2008. Finally, I will continue to push for green buildings, especially municipal buildings and schools like the Agassiz in JP where I convened a hearing in JP to address serious environmental health issues that are impacting all who spend time in that school.

Youth Violence

Youth violence is the single most important issue facing Boston. When a child dies on our streets, there is no greater tragedy or failing for Boston. Stopping youth violence is partly a matter of will, and partly a matter of strategy and resources. We need a citywide commitment/will to stop violence and see every child as our own. Every citizen and every neighborhood must be committed to stopping youth violence. Strategically, real community policy that links officers walking our streets with neighborhood crime watches and youth workers who reach out to at-risk youth is a proven success. Additionally, we need the resources to supplement will and strategy with an emphasis on early intervention. As a former teacher, I understand the importance of education in reducing youth violence. I recently introduced an innovative program to address Boston's truancy problem which is a high predictor for children who will ultimately be involved in youth violence within our city. The program focuses on family engagement, parental responsibility, and early intervention. A proactive program such as this, which focuses on all of the needs of the student and the family as a whole, is the most effective way to reduce truancy and its strong association with future youth violence.

Accountability, Transparency

We have made some improvements with respect to accountability and transparency, but more needs to be done. First, the City Council recently passed legislation regarding financial disclosures of City Council members. I authored the successful amendment to the ordinance that required a

penalty mechanism to ensure compliance. I also secured an executive order that effectively expands this ordinance to all city officials with policy making power. I was the cosponsor of the City Council's proposed transliteration ordinance that fosters ballot access and open elections by enabling Asian, Latino, and Haitian voters to receive transliterated ballots. In terms of three specific improvements, the City needs" (1) a line-item budget so it can easily be reviewed, (2) to commit to transliterated ballots in all elections, and finally (3) all City Council meetings and hearings should be broadcast live via streaming video and audio and available on the BNN's primary channel.

Education

As a former teacher in urban schools, I know urban schools can work because I taught in an urban school that worked. Improving Boston's schools and closing the achievement gap requires a commitment to building successful schools where principals, teachers, and parents build a school at the grass-roots level that meets the needs and offers the education that is best for that individual schools' students. This vision requires a commitment to programming and teacher training so that every school offers not only the best in math, science, and ELA, but also in arts, music, foreign languages, and humanities as well as robust afterschool options. We learn more every day that tells us that the achievement gap starts long before a child enters kindergarten. We can end the achievement gap with a steadfast commitment to extended learning time, afterschool programming, and the development of a culture of early learning and literacy.

In terms of reforming student transportation, we should simultaneously revise the transportation plan to create smaller zones and more community based schools while also being committed to a real plan to create quality schools across Boston by taking all savings from student transportation reform and dedicating that money to improvement plans and expanded programming options in our underperforming schools. To view my full thoughts on this issue and my whole education proposal, please visit the "Our Schools" section of www.connollyforboston.com.

Human Services

We need to invest in research of diseases that carry a heavy public health burden. Recently the government has increased funding for research of pathogens like anthrax, but it has decreased funding for research of diseases that both carry a heavy public health burden and disproportionately affect low-income populations, such as HIV, Lyme disease, and tuberculosis.

We also need to invest in removing the barriers that are preventing non-English speaking Bostonian's access to health care and improve communication between clinicians and patients. Future reductions in the cost of care will offset the cost of this investment and we will better serve a growing population in our city.

Transportation

We must increase our use of alternative and sustainable transportation. I have led the way on the City Council to bring a shared bike program to Boston and I will continue to fight to expand and connect our bike paths and bike lanes throughout the city. We also need to push for a rebirth for our aging public transportation system and encourage its use by making it easier for residents to take their bikes on buses and subway trains, and access the internet while underground. Finally, every citizen of every neighborhood of Boston must have equal access to all neighborhoods and I am particularly proud to have helped lead the fight to preserve service of the "JP Loop" bus.

Jobs and Labor

Many of Boston's future jobs will come from the expanding green job market. We must train our residents, no matter what their socio-economic background, to be scientists, lab technicians, home weatherization specialists, and electricians; and the best way to do so is the creation of a K-12, public Environmental Science Academy — a school that will set a national standard for how best to prepare our children to compete in the green economy and to live a sustainable and environmentally responsible lifestyle. This school should be open to all students and offer a rigorous math and science curriculum and paths of study for students interested in building or utility trades. The building itself should be a model of energy efficiency and sustainable building practices that should be a LEED platinum certified, zero net energy campus powered by on-site alternative energy sources such as wind turbines that can also serve as a learning opportunity for students.

Race and Diversity

A diverse workforce is a better workforce. It is in the best interest of the city and its citizens to recruit and maintain workers from all backgrounds and all neighborhoods. The following are some creative ideas to promote and sustain diversity in our workforce:

1. Actively recruit potential city employees from the non-profit sector and from community organizations, which tend to be more diverse and often have vast experience working on issues of great importance to the city.
2. Establish hiring targets by neighborhood to ensure that each neighborhood in the city is adequately represented within our workforce.
3. Convene job fairs and aggressively recruit at our public high schools and community colleges, which reflect the great diversity of the city. Moreover, such efforts will provide career opportunities for students who may not have the opportunity to pursue a degree at a four-year college.

Budget Policy

We need the ability to share savings across the capital and operating budgets so that we can incentivize the city to invest in energy-efficient longterm solutions that will help reduce our operating expenditures as well as utilizing better use of technology to save money and deliver better, more responsive city services. On the revenue side, a consistent, better push for PILOT Agreements with our larger institutions is the best way for the City to increase revenue. At the same time, the City is overly-reliant on the property tax, and I would favor a home rule petition that would enable the city to create new revenue streams and local options that would open the door to a more progressive tax structure within the City.

I would provide additional funding to expand recycling and to better fund our schools. For our schools, I would dedicate the lion's share of any additional funds to our schools, but I would insist that such funds be used for specific improvement plans to upgrade programming, and physical plant, particularly at our underperforming schools.

In terms of recycling, I would expand what is recyclable curbside as well as expanding access for recycling of non-curbside materials including certain hazardous materials and CFLs. I would also expand single stream recycling not just to all residents, but for business districts for whom I would also create composting accessibility.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? **Yes**

Do you support the death penalty? **No**

Do you support same sex marriage? **Yes**

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? **Yes**

Are you pro-choice? **Yes**

Would you support a state constitutional amendment implementing a progressive income tax? **Yes**

Ego Ezedi

Affordable Housing

Boston is challenged by a shortage of housing stock, especially affordable units, so I would prioritize increasing those through developer agreements and incentives. I also believe the City's Dept of Neighborhood Development must increase awareness of and access to the affordable housing application process. The current process is overly cumbersome and unwieldy to the average resident. Additionally I would work with banks and other finance institutions to help transition foreclosed properties as quickly as possible to new homeowners or renters.

Development

1. Affordable housing
2. Jackson Square Development
3. Small business access to capital and job creation

Environment and Energy

1. **Green Space** — better preserve and maintain what we have and develop more of them.
2. **Energy Efficiency** — move the City towards municipal building energy reduction. The City's hundreds of municipal buildings must moderate temperature controls, have auto shut-off systems, and utilize energy efficient appliances across the board.
3. **Building standards** — work with the building industry to move all new construction toward LEEP-type building standards.

Youth Violence

Focus on Out-of-School Time

1. **Fund it!** Our children only spend 6-8 hours/day in school. The hundreds of programs that serve them the rest of the time must be adequately funded, professionally staffed, and employ a positive youth development approach.
2. **Professionalize it!** Raise youth-worker base pay and institute career ladders. Work with an agency like the Medical Foundation to create a standard training and certification process.
3. **Connect it!** Use the hundreds of municipal—taxpayer funded—buildings such as schools, community centers and libraries to house all these programs: mornings, afternoons, nights and weekends.

Ensure safe streets

4. **Invest in prevention and intervention!** Most young people do not commit crime; for the 5 percent that may, we must employ wrap around case management that supports the interconnected issues of family, education, mental health, substance abuse, system-involvement and employment. That investment will pay off. Support services like those described cost \$5,000-\$10,000/year per person, incarceration costs \$46,000/year.
5. **Strengthen community policing!** Enhanced support for community policing strategies such as foot and bike patrols; support police officers working in the neighborhoods they come from; and, encourage department support for officer attendance at community meetings.
6. **Reform CORI laws!** Roughly, 97 percent of those in Massachusetts prisons and jails eventually return to society. Research shows that an unemployed ex-offender is three times more likely to return to prison than one with a job. Support a comprehensive community-government reentry partnership. Reward, support and connect with CORI friendly businesses that hire ex-offenders.

Accountability, Transparency

1. **Open up government to the people!**
 - i. Bring city council meetings to the neighborhoods; hold online budget forums, post council agendas in all local newspapers.
 - ii. Invite civic associations or schools to spend a day shadowing a councilor or a department head.
2. **Cultivate and support new leaders!** In sports, a good coach is always cultivating the bench. We need to cultivate our political bench and prepare the next generation of leaders to be great public servants. Will create the Electoral and Public Service Mentorship and Training Initiative that will pair aspiring leaders with seasoned politicians and garner private support for recruiting and training them in non-partisan civic engagement programs.

Education

1. At the focus of this debate, it is important to keep the main idea the main idea. What we ultimately want is for all the Boston Public Schools to meet and/or exceed academic standards. That is the discussion we should focus on.
 Yes, we should revise the school's transportation plan, but we can not do it by taking away a parent's ability to choose the school that best fits their children's educational needs.
2. The primary causes for the achievement gaps in the Boston Public School system are varied and complex. There are several factors that influence and impact this dynamic such as:
 - a. Home-life
 - b. Lack of parental involvement
 - c. Disproportionate resources being delivered to schools in the communities of color

d. Unmotivated teachers

To close the gap we have to build a comprehensive support system around the students (out-of-school time!), increase more parent participation through creative engagement strategies, ensure appropriate distribution of resources depending on the level of need and remove low performing teachers.

3. First, work closely with the School Department to assess the challenges and then establish a detailed improvement plan for each failing school. In addition, we should duplicate the successful models we have and make adjustments where necessary depending on the needs of the specific communities.

Human Services

Most human services are provided by state agencies, however for those that are city-funded (Community Centers, Women's Commission, Civil Rights/Disabled, Fair Housing) we need to rethink the government's approach. First, I would combine Human Services with the Boston Public Health Commission (which is not financially struggling and happens to be very well managed) and create one Health and Human Services Cabinet. I would combine all youth violence prevention efforts under this new combined cabinet and put the entire \$10 million there, encompassing and expanding the Street Worker Program, YSPN, and Youth Opportunity Boston.

Transportation

Transportation is dealt with at a state level, but to the extent that the Boston City Council was given a voice in this conversation, I would advocate for the community's needs. Community organizations like the T Rider's Union are vitally important and should help drive transportation policy.

Jobs and Labor

I will prioritize transitional employment, and think like a job developer (which I used to be for PIC). Seek out immediate transitional employment opportunities with private sector partners while developing long term-strategies for preparing and employing young people to serve in growing industries, such as healthcare, technology and green jobs. We also need to boost our investment in community colleges

and vocational schools so that they truly serve as a means of equipping people with relevant marketable and skills and then connecting to employment opportunities.

Race and Diversity

I think this can and should be done through enhanced and intentional recruitment and retention efforts. I am 100% confident that there are as many women and people of color that are both qualified and interested in government jobs, we have to find them where they are, open up access to exams and selection processes. And once they are hired, ensure a safe and supportive environment in the work place.

Budget Policy

I support allowing all municipalities to raise local option taxes: telecommunications, hotels, meals, etc. I also support a property tax that is graduated and includes exemptions for people with various disadvantages. Additionally I believe we need to find a solution to the current exemptions that universities and hospitals across Boston receive under their non-profit status.

Having served as the Executive Director of the Roxbury YMCA, I am very familiar with organizational budgeting and financing. At this time, any response I offer pertaining to the city's budget would be ill informed and uneducated. The reality is that a deeper, more thoughtful collaborative review of the budget is required to accurately and appropriately assess our city's budget challenges.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? Yes

Do you support the death penalty? No

Do you support same sex marriage? Yes

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? Yes

Are you pro-choice? Yes

Would you support a state constitutional amendment implementing a progressive income tax? Yes

Tomás Gonzalez

Affordable Housing

Future housing development efforts must be prioritized for individuals and families on the BHA waiting list with a greater emphasis on single room occupancies for men 18-50 and for affordable rental units for single mothers in transition.

Development

There are three development projects in Jamaica Plain that I believe require additional attention and financial support. They are as follows: Jackson Square, Forest Hills T yard, and Blessed Sacrament.

Environment and Energy

The City should set the example by aggressively replacing an aging fleet with hybrid, bio-fuel and/or electric vehicles. Furthermore, the green cab program needs to be expanded to the greater Boston area to all Taxi companies that operate within the Boston Area. Finally, the stimulus money projected for the City of Boston for the weatherization of municipal building and public housing developments need to be implemented in earnest. On the consumer side, we need to introduce Renewable Energy Payments (REP), like the ones newly in use in Gainesville Florida. REPs would allow consumers to put solar panels on their homes or install windmills on their properties, which would feed the energy back into the grid. Consumers would get paid for the energy produced.

Youth Violence

Communication, prevention, and opportunity are biggest allies in this struggle. I would work to establish better working relationships between pre-existing partnerships, Boston school police, local law enforcement, neighborhood crime watches, community groups, parents and youth groups in order to develop real strategies for three focus areas youth employment, truancy, and neighborhood turf wars emanating from drug money. Finally, I would work with our local universities to recruit mentors for our youth in Boston public High School.

I believe every child in the Boston should graduate from high school and can succeed in whatever career path they choose, as long as, they are guided and mentored correctly; they will attain their goals. Additionally, I want to see an end to street memorials. Our children's lives are too precious to lose them to senseless violence. We need parents to act as such and take a serious role in the growth and development

of their children. Adults should not fear children but that's where we are today and that needs to change.

Accountability, Transparency

I would publish the city budget on-line and force the BRA to adhere to community-based principles that guarantee community input and compliance in all future development projects, especially those that directly impact the quality of life of a given neighborhood. Finally, I would make sure all calls to the Mayor's constituent service line are tracked, so residents can know the status of a request and when it will be completed.

Education

Ensuring bus routes are more efficient and make sure parents make an early determination as to whether or not their child will be using transportation on a regular and consistent basis. I would also make sure that children with special needs are transported to their schools without any disruption to their lives.

Literacy and varying learning styles are possible impediments to us closing the achievement gap. Yet nothing is more imperative than parent involvement. There is a serious lack of parent involvement not only in the schools, but also in the socio-emotional development of their children. Parents need to take an active part in nurturing the uniqueness of their children and placing them in a school environment that nurtures their unique learning styles. They need to read to their children and expose them to good learning habits as early as possible.

I would assign the school a pilot school status, hire new administrators that will work with the teachers and parents to strengthen the overall school community and raise the student expectations to one of excellence. I would also engage in an extensive and aggressive outreach strategy to the families of struggling students in the hopes of providing assistance and support for the betterment of the family and child.

Human Services

I would fully support the "Thrive in Five" Initiative. This public/private partnership seeks to address the needs of children 0-5 ensuring their success in school. It would also provide young families with much needed support and resources, so they can raise their children in a nurturing and healthy environment.

Transportation

1. I would demand a safer commute for riders by ridding the buses and trains of unruly and disrespectful behavior. I would also look to expand the surveillance of buses and trains.
2. I would also advocate for the increase of evening services such as the "Night Owl".

Jobs and Labor

I would seek greater enforcement of the residency requirement law for Boston's building projects, so the money being invested in a given community stays there and circulates.

Race and Diversity

The City of Boston should develop a new employment program for BPS juniors and seniors. This would take the form of a Mayor's Youth Council, which would devise a clear career path for these students from entry-level jobs such as administrative work to more sophisticated employment opportunities in information technology and research. These would be ideal places for students to learn and gain real work experience but more importantly provide them with career options and the city with an integrated and diverse workforce.

Budget Policy

Interestingly enough, the city now has the ability to levy local taxes on hotels and restaurants as well as charging a property tax for telecommunication poles. The local options tax would allow the city to generate roughly 100 millions dollars in revenue to be used to offset the cuts to local aid received from the state. Moreover, realizing that property tax accounts for the majority of the taxes raised in the city, I would also look at larger nonprofits paying their fair share of property tax to the city for infrastructure and public safety cost.

If you were given the power to substantially reduce the budget of two city departments and increase the budget of two others by that same amount, what departments would you cut from, and which would you add to?

If given the power to reduce the budgets of two city departments, I would consider limiting the Mayor's Office from hiring special assistants and consultants and use those discretionary dollars towards strengthening the Mayor's Youth Council and creating new employment opportunities for high school students. I would also consider merging the city's recreation program and community centers into the Boston Public Schools. This would increase the presence of community centers throughout the entire city and enable the schools to provide recreational opportunities and more structured after-school time for BPS students.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? **Yes**

Do you support the death penalty? **No**

Do you support same sex marriage? **Yes**

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? **Yes**

Are you pro-choice? **Yes**

Would you support a state constitutional amendment implementing a progressive income tax? **Yes**

Tito Jackson

Affordable Housing

Increasing the supply of affordable housing through the conversion of existing housing stock is a far more sustainable approach to development than is overbuilding new housing into limited available space. The City of Boston recently made Federal Stimulus funds available to convert unsold foreclosed homes into energy-efficient affordable housing for low-income and homeless families. While sustaining intact communities by keeping residents in their homes is always a first option, when this is not possible, conversions provide an excellent opportunity to develop housing that is more affordable.

As a board member for Heading Home, a group dedicated to transitioning homeless families to permanent housing, I see the needs of low-income families first-hand. As City Councillor At-Large, I would ensure that families most in need of affordable housing get access to these converted properties by connecting effective programs such as the Massachusetts Affordable Housing Alliance to existing City efforts to develop housing.

Development

There is a tremendous opportunity to replicate the success of The Brewery project. Converting currently-vacant brewery facilities located across Jamaica Plain into mixed use facilities can improve the quality of life in the neighborhood and strengthen property values.

I would also propose working with neighborhood associations to revive stalled development projects, such as the MBTA-owned property along Washington Street in Forest Hills. This area has the potential to be a small version of Centre Street, with florists, coffee shops and other neighborhood conveniences.

In addition, I would encourage greater transparency and neighborhood input into the Jackson Square project, which has the potential to improve the economy and the quality of life in Jamaica Plain, if resident needs and concerns are adequately addressed.

Environment and Energy

Sustainability should be a top priority for the City of Boston and its residents. To support this, I would propose:

Open Space Development

Open space plays a critical role in sustaining effective communities. I would support a policy, to be applied at

any licensing or permitting hearing, that requires developers to study, present, and be prepared to implement viable alternatives to lost lands as part of their permit applications.

Smart Growth

Greenhouse gas emissions produced by commuters can effectively be reduced through creating better jobs for Boston residents that are closer to home. I propose to do this by supporting training for jobs in converting existing residential and commercial space towards the efficient use of energy in all of Boston's neighborhoods.

Recycling

The City of Boston can do more to encourage recycling. I would support a mandatory residential and commercial recycling and composting program, phased in over 2-4 years, and legislation to prohibit the use of city funds to purchase bottled water. I would moreover encourage City workers to use re-useable containers.

Youth Violence

Two of the major drivers of youth violence are lack of economic opportunity and "lack of integration".

I will secure funding for summer youth violence prevention programs based on Boston Police Department data for violent "hot spots".

I will also promote year-around job training programs for youth and recruit businesses to participate.

Youth in the City of Boston are our children, and my vision follows out of this simple observation.

Accountability, Transparency

In my campaign I have used social media, such as Facebook, Twitter and Linked In to provide residents with information and to solicit their feedback. I would continue to use these tools as City Councillor.

I would also support holding City Council meetings in Boston's neighborhoods, rather than exclusively in City Hall. This change would increase access to the meetings for residents across the city and reinforce the importance of neighborhood issues.

My third suggestion to improve accountability would be the creation and publication of performance metrics for City Councillors. Residents have a right to know how effective their City Councilors are in receiving and resolving their concerns.

Education

Public education isn't just about investment in schools, it's about investment in neighborhoods. My proposal for resolving the bussing issue is to first make every Boston neighborhood a great place to live and learn.

Jamaica Plain youth face significant challenges when it comes to education. While nearly 90% of neighborhood youth are enrolled in Boston Public Schools, 30% come from homes headed by a single parent and 35% live in homes where English is spoken as a second language.

I believe mentoring can play a powerful role in improving the educational performance of young people in Jamaica Plain and across the City of Boston.

As City Councillor At-Large, I would advocate for providing every Boston school student with a mentor. One-third of Boston residents are between the ages of 18 and 34, a major source of potential mentors. Program volunteers to serve as mentors would be recruited from across the city. I serve on the advisory board for One in Three Boston, a group dedicated to volunteerism and civic engagement among these young adults. As a volunteer program, a BPS mentoring initiative could be implemented in partnership with groups such as One in Three, without requiring any significant City of Boston resources.

Despite the daily efforts of many dedicated teachers, the Boston Public Schools face major challenges in educating our youth. To improve the performance of our schools, I would propose 1) Public forums inviting parents of Boston school children to contribute their ideas and suggestions for alleviating teacher workload; 2) A review of the teacher's aide program for greater participation by parents; 3) Launching a civic education campaign promoting the public schools as "Your Schools" for voters and residents. In fact, about half of Boston's residents have grown up in this city.

Human Services

I would advocate for increased support for Boston's existing 25-plus community health centers scattered throughout the City's different neighborhoods. These health centers have exemplary, culturally-competent programs that address specific gender or race-related health issues. Two excellent examples are the Brookside Community Health Center and the Southern Jamaica Plain Health Center.

Transportation

Public Transportation is the most effective, green and cost efficient way to move people around in a well developed urban center like Boston. The MBTA must look at ways to meet the high need, maintenance and service issues that have plagued the system especially in areas like Jamaica Plain. I would work with the T Riders Union and other advocacy organization to hold the MBTA accountable for meeting the needs of all the riders. The MBTA can implement efficiencies and services to meet the needs of the most densely populated areas and highest ridership to continue to make the MBTA the most viable option for transportation in Boston.

Jobs and Labor

I would support a policy that mandates that construction jobs in the city of Boston hire members of the community that are within a 3 mile radius of the job site. The local workers policy would ensure that people in the city of Boston and in particular people in largely minority communities would have the opportunity to get good paying jobs. In addition, it would be important that partnerships are created with trade unions so that we can continue to diversify the unions and ensure that minorities are receiving the training needed for them to advance in their trades.

Race and Diversity

As an employer, the City of Boston can provide great jobs by employing a diverse workforce. A diverse workforce is not only more likely to access the best talent available in the Boston community, but is also more likely to find innovative solutions to challenging problems. Despite possible restrictions imposed by the recent Supreme Court ruling, we must continue to work toward eliminating practices that have disparate impact for women and people of color.

While identified disparate impact for women and people of color may no longer be sufficient for taking direct remedial action against a given employment practice, transparent documentation of employment and promotion rates can still be an effective tool in improving the diversity of the City workforce. In addition to this, I would encourage the use of a wide set of evaluation tools in employment and promotion practices, including oral examinations, assessment centers, and prior performance appraisals.

Budget Policy

The tools currently available to the Boston City Council to promote a progressive revenue policy are both few and relatively blunt. While property taxes are the largest revenue component, raising the property tax rate would likely most substantially impact middle-class families in Boston who, in the current economic crisis, already face enough difficulty making ends meet.

One indirect way to implement a more progressive revenue policy is to ensure that non-profit organizations making Payments in Lieu of Taxes are being effective community partners. World-class schools, hospitals, universities, museums and other non-profits are among the features that make Boston such an attractive place for residents and visitors. As an At-Large City Councillor, I would promote efforts to make sure that organizations that are able to take advantage of PILOT provide benefits and services to all Boston residents, specifically to low-income employees and residents.

When it comes to funding, my top priorities will be creating jobs, making housing affordable and ensuring first class public education. Budget cuts can lead to reductions in services that are valuable to their respective constituencies. Before recommending any changes to currently proposed budget allocations, my first step as City Councillor At-Large would be to work with each of the departments to identify more efficient, lower-cost ways of achieving stated department goals. For instance, one third of Boston residents are aged 20-34. That represents a pool of 200,000 young people who could serve as volunteer mentors for Boston students, helping them to receive a truly first-class public education without placing undue stress on the budget.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? **Yes**

Do you support the death penalty? **No**

Do you support same sex marriage? **Yes**

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? **Yes**

Are you pro-choice? **Yes**

Would you support a state constitutional amendment implementing a progressive income tax? **Yes**

Andrew Kenneally

Affordable Housing

In these difficult economic times, the City of Boston's high costs of living present a greater challenge to our residents more than at any point in recent memory. As an at-large city councilor, my first priority will be to revamp the BRA so that the functions of planning and development may be addressed separately. At present, economic development projects are concentrated in the downtown area and without regard to the creation of housing that is both safe and affordable. As someone with a background in city planning, I know that in order to ensure the creation of more affordable housing, the city will need to work around development goals that are both sustainable and commensurate with the dire needs of neighborhood development and low-income housing projects.

Development

First, I would hope to expand the zones currently eligible for micro-loans under the Mayor's development program within the Jamaica Plain vicinity. Continued capital construction projects that will take currently vacant sites and convert them into either housing or businesses will inject a much-needed economic stimulus into the area. Second, the issue of affordable housing is particularly applicable to JP, where only decades ago low rents attracted many first-time homebuyers and students. Living costs have become prohibitively high, and any development objectives in JP must be driven with a housing component in mind. Third, I would be in favor of a campaign to promote and support the neighborhood's vibrant fine arts community. We should be encouraging all Bostonians to avail themselves of JP's exciting jazz clubs and other such entertainment venues.

Environment and Energy

First and foremost, the key to engaging the public in environmental issues is through education. There are many and an increasing number of action steps that individuals and communities can take to increase energy efficiency and reduce the community's overall carbon footprint. Individuals can reduce their energy usage by unplugging appliances that aren't being used, weatherproofing their homes to reduce the need for winter heating, buying locally-grown produce, using public transportation or electric- motored bikes whenever possible, replacing fluorescent light bulbs with Ultra Compact LEDs, and so many others. I would establish a citywide Make Boston Green campaign that combines informational resources and tax policies to incentivize environmentally-friendly behaviors. Actions steps would range from tax breaks for businesses that purchase products with the "Energy Star" label and weatherproof

their facilities to seeking contracts with energy companies along the lines of the British firms Good Energy Limited and Ecotricity, both of which provide 100% renewable electricity. A focus on transit issues will also be central, namely expanding access to public transportation.

Youth Violence

As a city councilor at-large, I will work to ensure that all of the funds that have been slated for the City of Boston under the American Recovery and Reinvestment Act get channeled appropriately. The stimulus funds have already saved the jobs of hundreds of city employees, including our law enforcement officials. A commitment to public safety begins with a commitment to adequately funding those individuals that work on a daily basis to keep our city safe. Second, I believe that all students enrolled in the Boston Public Schools should have access to a designated mentor program. The efficacy of such programs has been well-established in other locales; the presence of a mentor and role model in the absence of parental supervision is critical to the wellbeing of our youth. Third, we must renew our commitment to funding the street workers program that has been so effective in the past.

I envisage a generation of young people who have access to a competitive education that teaches not only skills that will be vital in the workplace, but also the tolerance and compassion that can only come from education. To succeed in creating the schools of the 21st century in Boston, we must eliminate school busing and ensure that all students have access to neighborhood schools. This will enable increased parental involvement, an ingredient which is the cornerstone of any successful education. The money saved from the elimination of all unnecessary school transportation costs should be returned to those schools that are struggling the most. As well, in an age of ever-increasing diversity of all kinds, government needs to work with schools to help promote educational programs in diversity and tolerance, as well as foreign language programs that will arm students with a global worldview and an increased appreciation for other cultures.

Accountability, Transparency

First, I would propose that the City Council host, on a routine basis, a series of town-hall style forums in each one of Boston's neighborhoods. This would enable city residents to more directly interface with their councilors and give city councilors an opportunity to hear residents' concerns. As well, I believe that the City Council should create an online home in which residents can participate in online chats with their councilors as well as post feedback either to the body as a whole or particular elected officials. The revamped website would also post items currently on the Council's docket, including an explanation of the issues entailed and statements from members of the community in support of or opposed to particular proposals. As well, we need to fully harness the power of the latest city management technologies, such as Citistat, to make the delivery of constituent services more efficient and transparent.

Education

My top priority with respect to school transportation is increased access to neighborhood schools. Students are able to have more of a stake in their school when travel to and from school is not overly burdensome. As well, any outcomes of the debate should seek to increase parents' ability to be involved in their children's school. I see parental involvement as an essential component of advancing educational opportunity in Boston.

On some levels, the problem is a pedagogical one — teachers, at present, do not have the right tools to address the divergent needs of students that come from diverse ethnic, linguistic, and socioeconomic backgrounds. Teachers must be trained in multicultural approaches to teaching, and regular diversity sensitivity workshops for teachers are essential. Primarily, though, the achievement gap in the BPS reflects an inequity of resources. More affluent neighborhoods are serviced by more well-endowed schools that have the facilities and tools necessary to facilitate a high level of education. We must focus on closing the resource gap if we hope to begin to address the achievement gap.

First and foremost, we need to create neighborhood schools where local students have access to local schools. As I mentioned in a prior response, the savings from the elimination of school transportation costs must be reinvested in our city's most struggling schools. Additionally, I would establish a New Teacher Grant program that would provide incentives to individuals just entering the teaching profession to take positions in the city's most struggling schools.

Human Services

I would use the funds to establish a medical clinic through a partnership between the City of Boston and a consortium of local health care facilities. The consortium would facilitate the pooling of Boston's extensive human capital and resources in the health care industry to help provide subsidized preventive care to those residents who may not otherwise be able to afford it. Such a clinic would ideally offer critical screenings such as HIV testing, a preventive measure which too often is not administered either due to physicians' reluctance to recommend it or a patient's inability to pay. Our city has a moral obligation to do what it can for those residents who struggle to pay for basic medical expenses.

Transportation

My number one priority would be to work closely with the various state transit authorities to develop a more solvent system that will be able to sustain current levels of service. The immediate goal of any member of city government at this juncture should be to ensure that public transit services are not cut, as this would have a deleterious impact on residents who rely on public transit as an environmentally-friendly and affordable means of transportation. One possible measure that I would look to implement would be the adoption of a prorated fare system similar to that used by the Washington, D.C. Metro.

Jobs and Labor

We can do a lot to promote employment by consolidating job training resources in the City of Boston. In this economic climate, we must do all we can to prevent disgruntled workers from exiting the labor force. The city needs to establish a website devoted to providing individuals with information about how to access job training services, advice, and also a database of employment websites.

Race and Diversity

One very promising alternative to affirmative action may be found in the model of Texas's ten percent law. Following challenges to the University of Texas system's affirmative action admissions policies, state lawmakers passed a law guaranteeing the opportunity of admission to all students in the top ten percent of their high school classes. A similar approach could be taken in the case of Boston's workforce. Quotas could be put in place mandating that a certain percentage of employees in state agencies come from certain neighborhoods. A similar approach could be applied in the case of evaluating promotions in public agencies based on performance on civil service examinations. As well, as part of an initiative to consolidate job-training resources, I would work to create a system of community liaisons in city agencies whose mission would be to help develop professional and leadership skills in communities that have historically been underprivileged and underrepresented in public institutions.

Budget Policy

Given the current budgetary crisis facing the City of Boston, the city would be remiss to not explore ways of working with tax-exempt institutions to increase revenues. While our city's universities, for example, all use the same services as non-tax-exempt establishments and individual residents, they are currently not paying their fair share in taxes. As city councilor, I would work with our city's tax-exempt institutions to increase their payments to the city.

Reductions from: HR, Auditing

Increases to: Education, Centers for Youth and Residents Jobs Policy

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? Yes

Do you support the death penalty? No

Do you support same sex marriage? Yes

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? Yes

Are you pro-choice? Yes

Would you support a state constitutional amendment implementing a progressive income tax? Yes

Steve Murphy

Affordable Housing

I am in support of Transit-oriented development that encourages people to use public transportation to move about the city. And with new development I believe that thirty percent of the units should be dedicated to low income/affordable housing unit.

Development

One of the rich characteristics of Jamaica Plain is its open space, which must be preserved. I am committed to preserving open space first and foremost. Where development is possible height and density are two areas that are important to me. We have to make certain that we don't build to high or too much so that we exacerbate our already overwhelmed parking and traffic issues. We need to strive to maintain the quality of life residents enjoy.

Environment and Energy

I have been an advocate for several years now on the Computer Take Back issue and have, in fact, been the only councilor up at the State House to testify on this issue.

In terms of what we should do in the City of Boston, as Chair of Ways & Means (2008) and working with Councilor Connolly, I pressed for and tripled the number of hybrid vehicles the City purchased. I continue to push for more. I am an advocate of generating electricity through wind turbines and solar panels. I also would like to see the City use energy efficient light bulbs and continue to use motion sensor lights wherever possible. I also know we can reduce the lighting costs for the City by turning off the lights on city buildings at night and on the weekends.

Youth Violence

I encourage collaborative partnerships with the stakeholders, and we are all stakeholders. Not only would I like to see increased numbers of youth workers and after school programs, I would like to see an increase in the number of positive contact our youth has with the Boston Police Department through various events held across the city.

A society is judged by how we care for our youth and our seniors. That said, my vision is that we provide positive alternatives to our youth so that they aren't lured into a situation that could negatively impact them. This is an effort that we all must embrace and one that I believe can happen.

By matching our youth with positive role models in their community we will see a difference in what these young boys and girls will achieve.

Accountability, Transparency

1. I am proud to have authored an ordinance requiring city councilors to disclose their financial interests that passed in city council and was then signed by the mayor earlier this year.
2. I was also the main sponsor on reforms to the retirement board
3. Working with Council President Ross, the Council continues to use technology to open up even further the city councils policies and procedures.

Education

It goes without saying that we need a more efficient transportation plan for Boston, and I have been actively involved with this issue for years. We can't sustain forty-three passenger vehicles carrying only fifteen students across the city with the current zone plan. It makes no sense. The Council, under my leadership increased the load factor per bus. I believe if we decreased the buses from 700 to 500 or less we could see a cost savings of \$20-25 million. That money could be better spent on education needs.

I'm not an educator by vocation but my understanding is that some of it may be attributed to limited English language skills. To overcome this I believe we need more early learning centers as well as increased remedial and tutorial offerings at the earliest evidence that students need added services.

The Boston City Council doesn't have the authority to change the School Department. That's what the School Committee is charged with. That said, what I can do as a city councilor is work with Superintendent Johnson to bring added resources where available. I can also monitor the department and engage in dialogue to change personnel where needed. As you know, the City Council can oversee the budget and make cuts, though not line items. This is a better question for the Superintendent and/or School Committee members.

Human Services

Last years PHC budget was \$69 million and the FY10 budget is a little over \$70 million. The budget for the PHC has been consistent since I was first elected. Boston is the only city that hasn't walked away from public health. The City should be applauded for that. We've gone from receiving \$462 million to \$199 million in State aid. If I could invest \$10 million in those agencies I would rely on the public health officials to determine how the money would be best utilized.

Transportation

The Boston City Council has no role in the state's transportation issues other than that we have a bully pulpit to speak on it. That said I support the Governors Transportation Reform Bill. I think there should be an increase in the gas tax. Again, the city council has no role in this issue but I support Governor Patrick in his efforts. It is fair to have the users paying for the service; it is not fair to have property owners overburdened with taxes.

Jobs and Labor

I am supportive of job training and mentoring opportunities that give individuals hands on experience in a chosen field. We need to do a better job insisting that on all development projects in our city that Boston jobs are filled by Boston residents.

Race and Diversity

I believe there are a plethora of opportunities within the City of Boston. In order to retain and add to our diversity is further job training. The majority of BPS students may be able to pass the MCAS but the students lack job skills. We need to implement a program that gives inner-city youth and opportunity to work (such as a co-op) with mentors in positions that they are interested in.

Budget Policy

I've been working on changing the way the Payment in Lieu of Taxes is calculated so that there is some tax fairness on the issue, as well as some added revenue generated for the City. In light of my work on this issue for the last several years the Mayor appointed me to the Task Force charged with making changes to the current PILOT pay-

ment program. We will see some change on this particular issue this year. That alone will generate much needed revenue for Boston.

I also support the meals and hotel tax, as well as a telecom tax. These important options will yield an additional \$30 to \$40 million per year in much needed revenue.

In the last three years I have worked with my colleagues to reduce the overtime budget of both the Fire Department and the Police Department. Neither department is being realistic in their current operating manner (in regards to overtime). We forced them to reduce their overtime budgets and I think that is a great step in saving the City money.

If I could increase the budgets of two city departments I would actually add to three (in no particular order):

1. Boston Centers for Youth and Families
2. Public Health Commission
3. The chronically underfunded Parks and Recreation department.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? **Yes**

Do you support the death penalty? **No**

Do you support same sex marriage? **Yes**

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? **Yes**

Are you pro-choice? **Yes**

Would you support a state constitutional amendment implementing a progressive income tax?

Inclined to support it but need more information.

Hiep Nguyen

Affordable Housing

Future housing developments would have a mixed-use (residential and commercial) and multi-generational approach, be in proximity of public transportation, and be energy efficient.

Developments would be used not only to provide housing for residents but also to foster the growth of local businesses. In addition, residential developments would integrate people of all ages.

There is a need for housing at all income levels. Residents would be encouraged not to be content with low-income housing, but to develop and grow. By positioning the housing developments close to public transportation, residents would have easier commute to job opportunities, and thus would be able to improve to a better situation. Many families, including my own, were able to make this transition.

To be energy efficient, developments would include various approaches such as utilization of green materials, installation of solar panels for all public buildings — administrative and housing — where the structures permit, planting trees and other vegetation on flat roofs and other spaces, and other energy saving practices.

The goal is to move our city towards a community with shared values and a shared purpose.

Development

Jamaica Plain is a diverse community with many good businesses, its housing stock is well-balanced, and its residents care about each other and their neighborhood.

Therefore, future developments in JP would simultaneously preserve the distinctive quality that JP has to offer while encouraging mix-generational housing, support and improve local businesses, and incorporate green practices.

I would seek feedback of residents to determine what is best for JP neighborhood.

Environment and Energy

Everyone — the city, residents, and businesses - must strive to be more energy efficient, reduce carbon emissions, and improve the local environment. If elected, I will work to ensure that:

- All new municipal buildings are developed and constructed with green practices in mind.
- City employees are encouraged to utilize public transportation to commute to and from work.
- The Boston Public Schools kitchens would use locally-grown foods instead of foods transported from far away

locations. This would assist in the reduction of carbon emission while at the same time support the local farms/gardens.

- More bike paths would be developed and linked to all sections of our city.
- A vehicle sharing plan for city employees would be implemented.
- More energy-efficient systems (auto shut-off) would be installed in city buildings.

All efforts mentioned above would require the collaboration of everyone on all levels in our city.

Youth Violence

To ensure the safety of our youth, our city must offer programs to keep our youth engaged. We can accomplish this by:

- Extending school time and offering more after school programs such as athletics, arts and other programs through partnerships with local sports teams and other professional organizations.
- Allocating funds not only to summer jobs, but also to jobs during the school year. Additionally, we would partner with various private and public organizations to provide job opportunities and mentorship.
- Creating more neighborhood crime watch and street worker groups throughout our city.
- Forming a “pen-pal” program connecting the youth to the senior residents within our communities.

We already have the resources to implement the above recommendations. We need to re-examine the existing resources such as our schools, community centers, libraries, and other support groups. With the collaboration of the city, the parents, and our youth, these programs will be successful.

Our youth are among the most technologically-savvy and innovative group. They have the potential to be future business and world leaders. We need to cultivate this talent as our city positions itself to be the premier city of the world.

Accountability, Transparency

City government needs to be accountable and transparent. As city councilor, I would implement the following recommendations:

- **Annual performance reviews** — the performance of city department heads would be reviewed annually. Salary increases, promotions, and other incentives would be based on these reviews. The reviews would include a “360” approach — which entails feedback from their managers, peers, staff, and the residents of their area.
- **Budget line-by-line** — All expenses over a certain threshold and deemed to be material would need to be documented and be made available online to the public.
- **Open door meetings** — all city council meetings would be recorded and made available for viewing upon residents’ request.

Education

Every child in Boston has the right to a quality education. Our city needs to fund programs that would achieve this shared purpose.

When it comes to the school's transportation plan, the purpose is to lower, not eliminate, transportation costs. There are various approaches we can implement to lower transportation costs. One option would be the development of neighborhood schools. The benefits of neighborhood schools are three-fold: (1) schools close to homes would reduce transportation needs; (2) neighborhood schools will increase parental involvement; (3) savings from lower transportation costs can be used to improve underperforming schools.

While neighborhood schools offer certain benefits, we would still need to provide parents and students with different school choices to properly meet each student's educational needs.

The primary causes of the achievement gap have been shown to be attributed to major factors including inadequate parental involvement and insufficient counseling and support resources. We can close the achievement gap by improving communications among the schools, parents, and students. Additionally, we would invest more in programs that have demonstrated to work in assisting our students in dealing with academic and personal developmental issues.

One example of a program to help with students' academic obstacles would be to offer online supplemental tutorial classes.

All schools — public, charter, private, parochial — are important to our city. Rather than closing underperforming schools, we would focus on identifying areas for improvement by reviewing the existing curricula, faculty performance, students' demographics and make necessary adjustments. We would replicate the curricula that have shown to be successful. If replication is not feasible, we would explore other options. One option would be to partner with the private sector - the goal would be to build long-term relationships between the schools and the businesses to cultivate shared interests.

Human Services

Our city needs to invest more on programs for youth, women, and the elderly. The youth are an important asset to our city and therefore we must not only provide them with the basic tools such as a quality education but also the necessary developmental support to succeed. We must also invest in programs that promote the importance of women in our city; programs such as professional career mentoring and other women's advocacy programs. Lastly, we need to invest in programs for our senior residents that would keep them engaged in our communities such as a "pen-pal" program and other recreational activities.

While these three areas would be my focus, I would meet with various department heads and talk to residents to find out what other programs would require attention.

Transportation

An efficient public transportation system is essential to our city because it provides an easy commuting method for our residents and assists our city in its mission to be environmentally friendly by reducing carbon emission.

As city councilor, I would also talk to the residents and other industry experts for feedback on ways to increase efficiency and identify cost-saving methods for our public transportation system. I would be an advocate on behalf of our city to voice these concerns to the appropriate state transportation authorities.

Jobs and Labor

To reduce the unemployment and job disparities would require long-term thinking and investment. Tackling these disparities in Boston requires a two-prong comprehensive approach that includes both prevention and intervention. First, our city would focus on initiatives at the early stage. We would instill in every child the importance of having a quality education. Second, our city would provide more support programs to the adult residents to prepare them for job opportunities. These programs would include computer training, ESL assistance, and other career-related training.

Race and Diversity

City government agencies should be made up of residents with varied views, backgrounds, and experiences so that decisions would reflect the needs of all. To promote and retain diversity within its workforce, our city would focus recruiting efforts of city employees from areas with diverse demographics. Our city would make the job application process more open, inviting, and user-friendly. In addition, our city would invest more in training programs to prepare residents for different job opportunities.

Budget Policy

As city councilor, I would not be opposed to raising taxes such as the meals tax if it meant that critical city services would be continued. However, in this tough economic environment where working families and local businesses across our city are struggling, imposing a tax increase (no matter how small) would put an additional burden on them.

The ideal approach in this current situation would be to identify areas where cost savings can be effectively achieved. As city councilor, I would ensure that internal audits would be performed to identify areas to reduce unnecessary expenditures. For example, any duplication of efforts would be eliminated.

If necessary, I would explore other avenues to attain additional revenues. I would negotiate with the tax-exempt

organizations so that they would make additional contributions to share in the costs of running our city, while respecting the contractual obligations that may already exist.

After the above options have been taken, rather than eliminating any particular department, I would proportionately reduce the budgets of all departments.

Cost savings and revenues raised from implementing the above recommendations would be used to assist our schools, public safety programs, and youth programs.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? **Yes**

Do you support the death penalty? **No**

Do you support same sex marriage? **Yes**

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? **Yes**

Are you pro-choice? **Yes**

Would you support a state constitutional amendment implementing a progressive income tax? **Yes**

Ayanna Pressley

Affordable Housing

The goal is to have development done in manner that is successful — for everyone. I believe it must:

- Be at a pace and in a manner that benefits residents and doesn't displace them
- Adhere to smart growth principles — mixed use, a range of housing choices, walkable neighborhoods, access to public transportation and use of green design
- Involve active community participation from all members of the community

Development

Support efforts to ensure accessibility to and the development of affordable housing which is vital to retaining the unique diversity within our neighborhoods.

Encourage development that embodies the principles of smart growth: mixed use, a range of income and affordability levels, proximity to public transit, and the incorporation of green space into development plans.

Work to enhance and grow opportunities for small businesses, particularly women- and minority-owned small businesses, through projects like Main Street, strengthening the vitality of Jamaica Plain.

Environment and Energy

Promote and lead climate change solutions that are economically progressive and ease cost impacts on the lowest-income residents of our state—thus making advocates for low-income communities allies in the fight against climate change

Partner with the City Environmental and Energy Department and private utility companies to educate my constituents about products and services such as energy audits, energy efficient appliances, smart metering, and energy efficiency tax incentives.

Support ongoing partnerships with local community organizations that raise awareness of environmental issues and environmentally-responsible living, particularly in underserved communities.

Youth Violence

Having grown up in a tough neighborhood in Chicago where there were bad influences and distractions around every corner, I understand the devastating impact violence has on communities. We must focus our public safety resources on community-specific solutions. We also must

fully include the community itself—neighborhood associations, religions institutions, community-based organizations—into the discussion of solutions for crime and public safety issues facing each specific neighborhood. Through an open, inclusive process that includes all impacted voices, we can cultivate innovative methods for addressing crime and public safety in each specific neighborhood instead of a one-size-fits-all approach that fails to recognize that each neighborhood faces unique challenges.

We also need to improve access to mentoring, quality education, expanded after-school programs, day care, and children's health and nutrition programs.

Accountability, Transparency

- Adopting a program like Citistat such as Somerville uses to measure results and improve efficiency and effectiveness of all City Programs
- Greater budget and spending transparency — putting information online that's easy for all residents to access and understand
- Implementing and obeying open meeting laws

Education

We need to be balancing the benefits of neighborhood schools through lower cost transportation costs that can and must be re-invested in failing schools as well as improved parental involvement because of proximity — with the costs — inability to provide choice and equal quality of education as well as economic and racial diversity.

There is an achievement gap because disparities do exist in our school system and must be addressed. Disparities in our school system mirror disparities we find in society at large. It is critical that we address those societal disparities in order to successfully close the achievement gap.

Several steps we should take include:

- More investment in on-going teacher development and training
- Increased access to after-school programs, including tutoring, SAT prep and college placement assistance
- Increased parental involvement — school's must be a welcoming place for parents something that could be achieved through ideas like evening hours, translation services, teacher training in working with troubled families and family learning.

Certainly, as referenced above, there is an achievement gap in our schools and that must be addressed with immediate solutions, including those I mentioned earlier. The city must address the roots of the problems, in the neighborhoods and communities most impacted, with programs and policies tailored to those communities. How we educate our young people- and how we ensure they receive an outstanding education- should not be a "one size fits all" proposition; if there are communities facing a unique set of problems, it is essential we respond to their problems.

Human Services

Human service and public health agencies are facing an almost crushing demand for their services at a time when their budgets are being slashed. At a time of such economic crisis, my first priority would be ensuring this much-needed influx of \$10 million did not turn into a political tug-of-war. I would meet the heads of the agencies such as Dr. Ferrer at the Public Health Commission, Larry Mayes in Human Services and Daphne Griffin at Boston Centers for Youth and Families, examine their budgets and talk to outside experts about how to best invest the money. Ideally, the money could provide short-term stability to underfunded programs while also enabling longer-term benefits, such as lowering health care costs, promoting nutrition and wellness and providing young people with important life skills.

Transportation

First and foremost, public transportation in Boston must be preserved and fully supported. But Bostonians should not be expected to solely shoulder the burden of the necessary reform of the state's overall transportation system. Boston is the economic engine which drives this state and the public transportation system is an essential ingredient for our economic success. As such, my priority would be supporting the efforts of Boston's State House delegation while also reaching out to our Congressional Delegation. Investing in our transportation infrastructure requires a coordinated effort involving municipal, state and federal government and I believe my background will allow me to take a leading role in that effort.

Jobs and Labor

I think it is important to recognize that, unfortunately, there is no single "silver bullet" policy that can tackle the disparities in unemployment in Boston. The only way to end the disparities is to implement comprehensive, long-term policies that can (1) ensure our young people of all races and ethnicities are prepared for the 21st Century job market (2) support local minority-owned small businesses (3) ensure developers adhere to regulations in regards to employing local contractors and vendors, and (4) invest in industries such as green technology which provide jobs at every level of the economy.

Race and Diversity

I believe it is essential that government reflects the people it serves and have worked personally to expand the pipeline of political talent in Boston to include more women and minority. I would urge increased support for mentoring programs which provide young people with the essential skills

and support they need to succeed professionally. New programs could be created, partnering city agencies with Boston Public Schools, to provide students with the real world skills they need to be attractive job candidates, while also exposing students to public service career opportunities.

Budget Policy

54% of all property goes untaxed in the City because of our current tax laws surrounding non-profit entities. However, many of these organizations, such as colleges and hospitals, maintain hundreds of millions (some even billions) of dollars in endowments and are reaping astronomical profits. Studies have shown that their "donations" back to the city for the services they are using equal just pennies on the dollar compared to their tax paying counterparts. These are outdated laws that are hurting small businesses and working families throughout the City of Boston. I will work diligently to negotiate creative and long-term solutions that benefit our communities, including our non-profit community.

I do not necessarily agree that the money would have to come from two other departments. Like President Obama says, we must comb through our budget line by line to achieve the cost savings we need, and I can not commit to drastically reducing the budget of any of our already stretched thin departments.

Like working families across the City, we must find a way to sharpen our pencils and find cost savings wherever we can. Are there departments that can be combined that currently have redundancies in their responsibilities? Are we effectively using the internet and telecommuting in order to cut down on costs related to fee collection and staffing? Is there surplus property or equipment that can still effectively be used by other departments or non-profits? These are the questions that must be asked in order to effectively manage our budget.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? **Yes**

Do you support the death penalty? **No**

Do you support same sex marriage? **Yes**

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? **Yes**

Are you pro-choice? **Yes**

Would you support a state constitutional amendment implementing a progressive income tax? **Yes**

Sean Ryan

Affordable Housing

It is not the proper role of government to prioritize certain kinds of development. Government should not direct, subsidize, own, or administer housing. Whenever politicians try to solve the housing problem, they fail — because the only thing they can do is distort the market through various price controls and wealth redistribution measures. I agree — housing prices are too high. But the solution is not the use of force. The only way lastingly to lower the price of a good is either to increase the supply or to decrease the demand. The supply of units in Boston is artificially restricted due to archaic zoning regulations, restrictions on unit density, and a politicized development process (thanks to the BRA). We need to reject the idea of “public” housing, abolish the BRA, write sensible laws to protect the legitimate private property-based interests of abutters, and let the voluntary sector serve our needs as consumers of housing.

Development

As I said in #1, politicians should not have priorities as to what sorts of development should or should not occur — in a free society, it is only the people’s priorities that matter. I certainly wish that Jackson Square were a vibrant commercial intersection, seeing as it is accessible by T and is at the crossroads between two neighborhoods — but my view is that the best way to see development happen is to sell off all the government-owned or controlled land in the area, and let the market find uses that cater to the demands of consumers. If a developer determined that demand in that location made profitable a slim, 30-story rental apartment tower, where many younger folks could live more cheaply than in the downtown neighborhoods, then I would not be inclined to oppose it. Cities are supposed to grow — and the market is a better “planner” than any politician.

Environment and Energy

If it is cost-efficient (i.e. profitable, and therefore not requiring additional taxes), there is no reason why the city cannot at least make energy-saving upgrades to government-owned property. This could include building modernization and vehicle-sharing, or the use of alternative energy sources such as strategically placed wind turbines. All cost savings resulting from energy efficiency should be passed on to Boston residents through lowered taxes. Only proven technologies should be used — the city government should not be involved in the sort of speculative central planning that the Feds are currently engaged in. In the past, massive government efforts to solve society’s problems have usually not worked, and in many cases have had unintended negative consequences as well.

Youth Violence

Inner city violence can often be linked to drug activity. I advocate for an end to the “war on drugs,” for the decriminalization of recreational drugs like marijuana, and for a focus on treatment of addiction, rather than incarceration of non-violent offenders. Just as prohibition of alcohol in the 1920’s led to a marked rise in organized crime and violence, drug prohibition creates urban black market activity in which property disputes are settled by force, instead of by recourse to an arbitrator, the courts. Ceasing to enforce laws against private, non-violent activities will allow the police to focus on violent crime, and to spend more time walking beats and interacting with the community. As city councilor, I will hold hearings in all 11 police districts to bring together community leaders and police, so they can educate each other on actions that need to be taken to tamp down on violence.

Accountability and Transparency

I want to see all municipal expenses and salaries posted online, in an easily accessible, searchable, and downloadable format. I want every service-related request or phone call made to city hall to be given a unique ID number, and for the records of these requests to be made available in searchable format to public, with information on the nature of the request/complaint and the names of all municipal employees involved in handling it. I would like all city workers who carry communications equipment (such as DPW workers, for example) to be locatable in real-time through GPS technology, and for the public to be able to see, via the city website, the physical location of these workers, as well as their task assignment. The government works for us, after all!

Education

My priorities are to increase the variety and quality of educational options offered to parents — by lifting the cap on charter schools; and through the eventual introduction of a program of education credits under which parents have direct control over the money the city has allotted to their child. The amount of the credit would be determined by the per capita average spent on each child, according to the type of school (meaning that the credit would be higher for special needs children). Under this system, which has been tested successfully in countries such as Denmark, parents would be free to “opt out” of the system and bring their money to schools not controlled by the city. In this way, the city will have to compete for our business; innovation will be allowed to flourish; and failing schools will simply fail, while schools with proven performance will expand and take their place.

Human Services

This question falls outside my area of knowledge and expertise. Moreover, the City of Boston will not have the money with which to expand ANY services in the near future — so hypothetical thought exercises such as this one will probably have to wait for several years, at least. As the recession worsens, tax revenues will continue to fall, and we will have to do more with less money, both as individuals and as a community.

Transportation

The MBTA is a government monopoly coordinating all mass transit in the Boston area. Since monopolies, like governments, operate with little or no competition, they have little incentive to be responsive to the consumer. Since the MBTA transportation monopoly receives over \$750,000 each year out of state sales tax revenues, it is also able to operate continuously at a loss. Providing services at a loss is not a great long-term strategy — just ask our state government, which can't pay its bills; or the Feds, who borrow and print money like there's no tomorrow. Improved efficiency is really another way of saying improved profitability — the T needs to operate like a business, and pay its expenses out of the voluntary payments of riders. This will ensure that the T responds to the needs of those who consume their services.

Jobs and Labor

I do not think there is a single solution to this problem. It is not government's proper role to engage in social engineering or economic planning. When governments allocate money in order to "create" jobs for some people, they inevitably redirect money away from some other part of the economy, and thus merely redistribute employment, rather than increasing it. The most equitable system of economic organization, and the one that results in the largest and most rapid rise in the overall standard of living (for people of all ethnic and racial backgrounds), is capitalism. In order for capitalism to work, however, government interference must be kept to a minimum. If we want more jobs in the Boston area, we need lower taxes, sensible and business-friendly regulations, and bureaucrats who have the modesty to stay away from areas in which they have no expertise, lest they do more harm than good.

Race and Diversity

I do not believe in separating people into categories or groups based upon superficial characteristics such as skin color. I believe that the best for government to combat discrimination is to protect our personal and economic freedoms, and stay small. Self-interested voluntary-sector employers hire workers based on merit and qualifications. Employers that discriminate, and hire the less-qualified in order to exclude members of a certain group, will be outcompeted by those who don't. Government, since it has no profit incentive, is largely immune to these sorts of market forces, and may discriminate with impunity, making up the losses through higher taxes — but this is a deficiency of government, not the free market. In the long term, the race question — in all its many facets — will not be resolved by resorting to force, not even that of a majority. Love can only be voluntary.

Budget Policy

If by a "progressive" revenue policy, you mean one that deliberately redistributes wealth to those whom politicians have decided deserve or are entitled to it — such as a large underclass whom the government has conditioned to depend on involuntary charity; large, corrupt banks and corporations; and favored industries for whom the government is the only or

principle buyer (the military industrial complex and health care industry) — then I do not support such a policy. I reject all forms of collectivism, including Marxism, as affronts to individual rights (plank #2 of the Communist Manifesto refers to this issue). If I were allowed to make cuts to the budgets of two city departments, I would abolish the BRA (even though it's technically "off budget," which I believe is criminal, since it's a governmental organization over whom we lack the power of the purse) and phase out centralized control of public schools, by returning to the neighborhood model.

Lightning Round

I support all voluntary associations that do not attempt to use force (or the threat of force) to achieve their shared ends. I support the right for workers to unionize, but also for any worker to be allowed the choice of opting-out of union membership. No person should be forced to join a union, and unions should not control entire industries, forming a virtual monopoly on labor. There are several parties to all productive activities, and at least two to every economic transaction. Monopoly labor is just as unfair as monopoly land or monopoly capital — and when any of these monopolies exist (or if they team up to REALLY inhibit competition), the rest of society (the consumers) lose, due to artificially high prices for goods and services. Government — it should be remembered — is by definition a monopoly, which is why I feel so strongly about governmental entities having to ask us for their spending money.

I do not support the death penalty. Judges and juries, like all human beings, are fallible and have access only to imperfect knowledge — they are therefore unqualified to make a decision regarding the termination of a human life.

I support marriage equality for all. I believe that the best strategy for this is to take government out of marriage altogether. Government should enforce ALL voluntary contracts, as long as they are approved by a local justice of the peace or notary.

I do not support "anti-discrimination" laws. I do not believe that force can solve social problems, or that government can change what is in a man's heart. However, government should not categorize individuals as members of groups and should not deny services based on such categorizations. Where services are provided by government, they need to be available to all citizens. We are all human beings.

I believe that family planning is a personal issue, to be handled by women and their families. If government is to have a say at all, it should certainly not be at the Federal level.

I support abolishing the state income tax altogether. Taxes should be tailored as closely as possible to serve those individuals who are paying them, and should be levied at the municipal level for services. A simple poll tax would probably be sufficient for state expenses, if it did only what it was supposed to do. The Feds could pay for their constitutionally-sanctioned activities by levying a uniform tariff (which would not hinder market forces, if all other governments adopted similar systems and gold were used as a common currency).

Bill Trabucco

Affordable Housing

Due to the limited space we need build higher and GREEN!
We cannot use the lack of space as a cop out to avoid addressing the housing needs.

Development

1. More open parks.
2. Community involved in neighborhood development is an absolute right in my mindset.
3. Building in a green manner to preserve for future generations.

Environment and Energy

1. "Greening" ALL city buildings.
2. Implementing city ordinances capping the amount of emissions that are allowed to be exhausted within the city limits.
3. Creating citywide bicycle pathways allowing us to become a fully bicycle friendly city.

Youth Violence

Curfews during crime spikes, but most of all PREVENTION through thoughtful and meaningful mentoring and support.

EDUCATION and COMPASSION, my leadership!

Accountability, Transparency

1. All access review by a resident council.
2. ALL ACCESS at anytime for the press.

Education

MBTA... we ALL win!

We have fractured the trust and integrity of the BPS with Charter Schools. Either BPS becomes a compilation of satellite Charter Schools or none at all.

Additional funding and trust from the parents that we can do much better.

Human Services

More outreach workers, modern job skill training, and addiction conversion programs.

Transportation

More foot traffic, and streamlining and creating a razor efficient system by cutting out ALL waste.

Jobs and Labor

Have the city subsidize jobs by lottery based on education and skill set.

Race and Diversity

What are some creative policies other than affirmative action that the city could implement that would support and retain diversity within its workforce? A: Lottery based on qualifications.

Budget Policy

One answer, universities with Multi-billion dollar endowments need to pay their fair share. Then there is no budget deficit.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? Yes

Do you support the death penalty? Yes and NO, depending on circumstances.

Do you support same sex marriage? Yes

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? Yes

Are you pro-choice? N/A

Would you support a state constitutional amendment implementing a progressive income tax? Yes

Scotland Willis

Affordable Housing

I would work with City Councilors and the Mayor to coordinate a town hall meeting in different parts of the city to gather a sense of what the desire is for different areas. I would express the opportunities and limitation based on current data and solicit input from the different communities and inform them that we would move forward based on the sentiments of the communities. I would emphasize green development and ask that it be built into the zoning laws to help set higher standards, create jobs, and use it as a tool to educate residents and students. I would also put forth that density is an important part of improving city services and strongly emphasize the need for affordable and mixed income housing.

Development

Identifying specific needs based on community feedback. I have heard from local business owners, and residents; I am concerned about the Jackson Square work and would like to ensure that traffic patterns and sustain designs are taken into consideration. There is also the parcel by Forest Hills, I need to do a little more research on it but from my understanding there is a concern about mixed income housing. I am not in favor of rent control and affordable housing I prefer one or the other. I do believe that with either loopholes need to be safe guarded so that any housing subsidy is designed in a way that help people advance their lives and careers.

Environment and Energy

1. I would propose that municipal departments set a target for hybrids fleets over the next 5 years
2. Investigate the use of wind energy and related technology including solar and geothermal and collaborate with business and schools that are doing R&D to advance this effort
3. Since development is one of our most significant sources of revenue, we need to ensure the BRA and Zoning work to change zoning laws and requirements to address modern issues by ensuring LEED standard requirement for all new structures
4. We need to get more people think about transportation and produce a campaign to encourage public transportation and bicycling to and from destinations.

Youth Violence

Providing the belief that individuals have opportunities is one of the most important factors in changing behaviors. Additionally I would personally spend time engaging youth as gang members and otherwise in conversation to listen to their stories. Let them know that I am accessible and listening. I would spend time in youth violence programs and speak with schools and parents to develop the best understanding of what can be done and what is working. We need to ensure that education is used as a vehicle to transform the belief that when students enter high school a promising future awaits. We can achieve this by promoting financial and political literacy in the school curriculum. Since both represent respectively, the most influential factor in our society, and the largest employer in our society. With better education we can curb youth violence. My vision for youth is that each one of them at bare minimum understand that the opportunity exists to lead a productive healthy and save life. Creating a community that cares means all residents offer support by volunteering through existing organizations and by their own volition. I believe this will impact youth's outlook and produce different results.

Accountability, Transparency

- Make all aspects of real estate transactions visible to the public using the City web site
- Require all municipal employees responsible for decision making disclose any relationship to all RFP's
- Provide online access to all categories of all transactions and ensure that they are traceable so long as they are tied to budgetary matters. And an annual review by randomly selected individuals will work with an audit team to ensure legitimacy

Education

I would place a focus on local school quality, to reduce the need to out of area busing- ensuring continuity among the schools. Each neighborhood should have a school equivalent in quality to the next. We could also submit an RFP for hybrid or low emissions buses

I believe that teaching quality plays a large role in closing the achievement gap. Better performance standards for teachers rather than just better teachers. Transforming the belief of school age children as mentioned above; MCAS provides valuable opportunities to look at performance, but it does not provide life skills, yet most students feel more pressure from MCAS than most forces in schools (based on my conversation with high school students). MCAS should be a tool not a threat.

Human Services

I believe it is important to educate the public and should invest more money in campaigns to do so. These campaigns would include seminars and counseling. They would offer more support in preventing teen pregnancy and drug usage.

I would also focus on early intervention programs and encourage more healthy lifestyle targeting the most vulnerable populations that face diabetes and high blood pressure (African Americans and Latinos)

Transportation

Certain systems can be automated and that should be taken into consideration to reduce costs. I also believe that transparency would help prevent the debt load the T accumulated when the big dig contracts were established.

I would focus on learning what the most effective transportation systems in the country are as well as out of the country, including London England and the BART in San Francisco.

Jobs and Labor

Most job growth in Metro Boston has occurred in Boston suburbs, while minority populations have been growing in the central city. Black and Latino residents have faced unemployment rates 3 times the rate of white residents, and Asian residents twice that of whites. What single policy would you support that would have the greatest impact on unemployment and job disparities in Boston?

I believe we need to encourage more education for Black and Latinos in the greatest areas of employment including government and development / construction. I would also encourage passing local legislation to require local projects for local workers. I have heard numerous stories of workers coming from out of state on different construction sites.

Race and Diversity

I am a strong supporter of affirmative action. In its best form, it creates an opportunity to ensure employers are exercising fair hiring practices. Again I recognize the opportunities in city government for employment. Public engagement in terms of job fairs, public schools visits and presentation all could have a positive impact. And I would argue ardently against any requirements to dismantle affirmative action.

Budget Policy

I am certain that we can reduce our budgetary concerns by encouraging more local business ownership. We need to

have user friendly policies for local business owners. Dollars stay in the community longer when a business is a local business. It also offers a particular culture that makes neighborhoods more appealing. In addition I believe we need to ensure that licensing and permitting is a more seamless process so that when a business is prepared for growth, the city entities support that by having more online services available and functional for the business owners. I would also strongly support growing the green economy. There are thousands of jobs that are and will continue to be available. At the end of 2008 GE had back orders of windmills of over \$12 billion (as of August 2008). In addition to that the sustainable energy field has grown by 30% year over year for the past 8 years. This has opportunity written all over it and we need to train and prepare our workforce for this industry before it is established elsewhere. More green housing also means population growth which translates into increased revenue bases. I would cut the budget of the BRA after deeper review to ensure that the revenue streams go to neighborhoods and the city itself rather into the agency. I would also look at spending in city administration where multiple concerns come including personnel increases of \$416 m. My question is are we getting over \$416 in productivity to offset that expense? An annual independent audit that produces a public report is important to transparency.

Lightning Round (Yes or No)

Many workers in Boston are organizing to form unions, especially in the hospitals. Will you publicly support their efforts to organize? Yes

Do you support the death penalty? No

Do you support same sex marriage? Yes

Do you support anti-discrimination laws that protect someone from being fired, or denied housing, education, or access to public facilities (including bathrooms) based on their gender identity? Yes

Are you pro-choice? Yes

Would you support a state constitutional amendment implementing a progressive income tax? Yes