



PROGRESSIVE MASSACHUSETTS
2022 Lt. Gubernatorial
ENDORSEMENT QUESTIONNAIRE

Candidate: Kim Driscoll

Office Sought: Lieutenant Governor

Party: Democratic

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Email questions to elections@progressivemass.com.

OVERVIEW

We view our questionnaire as an educational resource, for both candidates and voters, on progressive approaches to the issues. It provides candidates the opportunity to address a number of important issues beyond the surface talking points and provides progressive voters an extremely valuable resource when making a decision.

Our Questionnaire starts with an “About You” section and ends with an opportunity for you to include additional remarks beyond what we asked.

The bulk of our questionnaire is focused on the issues outlined in our [Progressive Platform](#), which also inform our [Legislative Agenda](#). We are interested in your overall philosophy as well as your views on specific policy and legislation.

Each section features charts or graphs (with links to sources) that illustrate one or more facets of the issue under discussion.

*Each section contains open-ended questions and YES/NO questions. **If the question is a YES/NO question, please answer either YES or NO.** Feel free to expand your answers, but **please keep answers < 150 words.***

Issue Subsections:

- A. Revenue and Taxation
- B. Jobs and the Economy
- C. Education
- D. Health Care
- E. Housing
- F. Racial and Social Justice
- G. Good Government and Strong Democracy
- H. Sustainable Infrastructure and Environmental Protection

I. About You & Your Governing Approach

1. Why are you running for office? And what would be your top 3 priorities if elected?

I'm running for Lt. Governor because we are at a crossroads. As Lt. Governor, in addition to being Chair of the Governor's Council and the Local Government Advisory Council, I will amplify the issues of cities and towns across the Commonwealth and be their partner and advocate. The success of cities and towns relies on a strong state partner and the success of the Commonwealth relies on thriving neighborhoods. Many of the most important issues facing our Commonwealth, from education to housing and infrastructure to climate change, require action at the local level. I understand this relationship and hope to play a strong role in operationalizing statewide policies in a manner that also works for communities. As Mayor, I have been an executive and on the ground leading on issues ranging from COVID response and recovery, climate action, housing affordability, public education, and racial justice. I will bring this experience, this foresight, and a willingness to collaborate with key stakeholders and community leaders, to ensure we rebuild an equitable and inclusive Commonwealth. My top three priorities will be effective and equitable COVID response and recovery, strong communities through housing affordability and strengthening public education, and meaningful action to address the climate crisis.

2. What prepares you to serve in this capacity?

My life experiences have prepared me to embark on this campaign. As the daughter of a Navy veteran from Lynn and an accountant assistant from Trinidad, growing up my parents instilled in me a commitment to working-class values centered on community and inclusivity. As a proud working mother of 3 children, and married to a union bricklayer, I have sought to instill those same values in my household and in the communities I have served. Being Mayor of Salem, I have not only created a progressive and innovative vision for our community, but I also have had to work to implement it. Time and time again, I have spearheaded progressive policies and practices for Salem and our region. As a passionate member of the 'get stuff done' wing of government, I am proud of my record of getting stuff done, on the ground every day, for my city and for the region and I am excited to bring that urgency to the state level.

3. What do you view as the biggest obstacles to passing progressive policy at the state level?

Communities that have success in advancing progressive policies bring together stakeholders from the private, public, and non-profit sectors to reach consensus on a vision forward. At a local level, we have been able to engage stakeholders to achieve real policy results on a range of issues. Another important lesson I've observed that could help drive change on the state level comes directly from my decades of work at the local level: Government must be able and willing to implement innovative policies and practices and, if it fails, learn from that failure to constantly improve.

Creating a culture of curiosity, a continuous learning approach to delivering services, and a willingness to embrace new applications can be a powerful tool within state government. A key barrier to success at the state level has been a fear of failure which can lead to inertia and a tendency to settle for mediocrity and avoid or defer important decisions or actions because they're perceived as being tough or difficult. Local government doesn't have that luxury; you have to deliver for people and you have to be willing to innovate to get it done, especially when state and federal partners don't step up. What's more, there is no hiding from your decisions in local government, especially for mayors.

My last point with respect to obstacles related to progressive policies would be the need for state elected officials to recognize that not every major investment is going to result in a ribbon cutting in 4 years. We need to be willing to invest in big ideas related to climate change, transportation and housing as necessary expenditures and policies that will benefit the next generation - just as those who came before us made investments that we continue to reap the rewards from.

4. What do you view as the role of the state government in supporting progressive policy at the local level?

State government is responsible for providing resources and breaking down systematic barriers. On the local level, we need the state to be a real partner in our efforts to enact meaningful, progressive change. While grassroots organizing in our communities can propel us forward, the state must be the one to provide the resources and regional vision needed to have a true impact. For example, cities and towns don't have independent authority in many areas - from regional ballot initiatives to enable multi-community transportation investments of city infrastructure to policy initiatives such as enabling E-Bikes on local roadways, all require state legislative approval. As Lt. Governor, I would work with legislative leaders to reduce barriers that impede local progress and strive to grant communities more autonomy to advance policies they deem appropriate for their communities. Leaders and residents on the ground understand the needs of their communities, and therefore, should have more autonomy in making decisions for their region. Equally important are incentives by state government to advance progressive policies to create opportunities for cities, towns, and public-private partnerships to make advancements on key issues such as environmental justice and affordable housing.

5. What is one policy pioneered by another state that you would like to see Massachusetts adopt?

There are two policies that immediately come to mind: First, children in Massachusetts should have access to universal early education. There was a recent report by the Boston Globe, citing [Alabama](#) as one of the states leading on universal Pre-K education for children. In Salem, we have already adopted the expansion of free, high quality early education opportunities, providing enhanced offerings starting at 4-years-old, through a mixed-model approach with public schools and private providers. Offering high quality early education opportunities in every Gateway City and beyond is one of the best

investments our Commonwealth can make to help working families, support economic advancement for women and ensure long term prosperity for the Commonwealth's youngest residents. As Lt. Governor, I would bring this understanding from successfully adopting early childhood education in our city and apply this experience to push our legislature to dedicate the necessary funding, in addition to working closely with cities and towns to properly integrate these efforts into their education system. A state as resourceful as Massachusetts should be trailing Alabama, or any state for that matter. We should be a leader on this issue.

6. Legislative inertia and inter-chamber rivalry remain a dominant force in the Massachusetts Legislature. What would be your strategy for passing your aforementioned priority proposals?

I believe we must build strong cross-sector coalitions to advance issues most important to our communities as one tool to combat legislative inaction and infighting. Grassroots organizing, combined with private sector, public sector and non-profit collaboration, can help demonstrate a sense of urgency and amplify the need for action. In Salem, after our City Council refused to put the Community Preservation Act (CPA) before local voters to support more funding of affordable housing, open space and historic preservation. I then led an effort to build grassroots support, collect signatures, and allow for voters to decide on this important measure. Ultimately, the CPA overwhelmingly passed, with support from small business owners, homeowners, and other community members who believed a necessary surcharge for properties would be for the betterment of our community. In all, this diverse grassroots coalition has helped Salem secure millions of dollars in revenue to support a myriad of important community investments.

Moreover, following a near failed, contentious effort to grant Salem sanctuary status, I worked to [spearhead](#) a grassroots coalition to reach agreement and consensus on this issue. As Mayor, I brought together the Police Chief, immigrants' rights leaders, business leaders, non-profit leaders, and other members in our community to reach a consensus on our [Sanctuary for Peace ordinance](#). Through open dialogue and constructive collaboration, we determined the best path forward to ensure Salem remained an inclusive and welcoming community. We updated police regulations relative to interacting with immigrant residents, tailored the ordinance to ensure immigrants felt safe reaching out to seek resources in our community, and embarked on an outreach effort in our immigrant community, including providing a range of much needed support services. This effort helped correct misinformation and demonstrated the strength and value of our immigrant neighbors to our community. When a group of residents challenged the adoption of the ordinance, I then helped lead this coalition to fight for this policy at the ballot box, which overwhelmingly passed and upheld our Sanctuary for Peace ordinance.

7. What do you view as the primary role of the office of Lt. Governor, and how would you seek to communicate that to voters?

The primary role of the Lt. Governor is to serve as a partner in the leadership of our

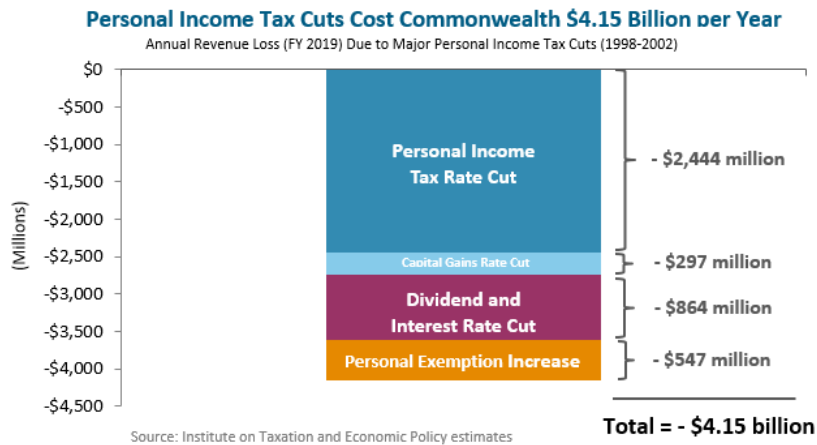
Commonwealth with the Governor, advocating and championing equitable and effective government for the people of Massachusetts. Formally, the Lt. Governor chairs the Governor's Council and the Local Government Advisory Council. Equally important, however, is the position's role to support and advocate for policies, projects, and priorities of the administration and to be an advocate and liaison for cities and towns - serving to help communities navigate the inner workings of state government and its policies and practices. This is not unique to me - it is similar to how I've led regional efforts on a range of issues, including COVID response planning, vaccination access, the creative economy, tourism, climate action, and housing affordability. My goal is to partner with our next Governor and continue amplifying the needs of cities and towns, while working to resolve those issues.

II. The Issues

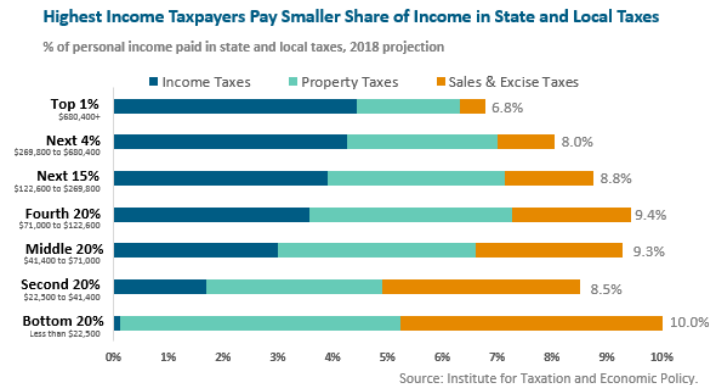
A. Revenue and Taxation

Between 1977 and 2016, Massachusetts [reduced state taxes](#) by more than all but two other states. Because of income tax cuts enacted between 1998 and 2002, Massachusetts loses over \$4 billion in tax revenue *each year*--\$4 billion that is not invested in our roads, bridges, schools, parks, and services, all of which have historically been part of why MA is a great place to live. Such cuts to the state income tax, combined with [low corporate income taxes compared to other states](#), have meant increasing reliance on fees, as well as sales, gas, and property taxes, exacerbating the overall regressivity of the system. Regressive taxation strains low- and middle-income families, and reduced revenue collection curtails our ability to invest in vital infrastructure. It also restricts legislators' ability—and willingness—to pass new and visionary legislation, as there is a continual shortage of funds for existing priorities.

Declining revenues have meant drastic cuts, limiting our ability to invest in our communities and future economic stability.



Massachusetts state and local taxes are regressive.



1. Please explain your principles and proposals relative to this issue, and what work you personally have done to advance them (legislation, community work, published writings, etc.).

I have been creative in finding relief for regressive taxes and an advocate for more local control, such as with local ballot initiatives to fund transportation work, and I have led community benefit agreement processes that leverage private sector growth to expressly fund impacts and projects in disproportionately impacted communities and populations, climate mitigation, public schools, and alternative transportation.

As Mayor, I have worked to alleviate local real estate tax burdens for the most vulnerable members of our community by maximizing property tax exemptions and initiating new higher thresholds via special act in an effort to widen the pool and help assist more members of our community who are cost burdened by rising real estate values and tax increases. Maximizing property tax exemptions has allowed seniors, disabled folks, and other vulnerable residents to pursue abetments on their annual property taxes, enabling households with low income to continue to live in our community.

As I mentioned above, I was also able to help pass the Community Preservation Act, which was undertaken with the needs of our low-income and middle-income homeowners in mind by reducing the first \$100K of value for residential properties and by ensuring exemptions to support these households. These types of exemptions help to ensure we're not exacerbating regressive tax policies for residential property owners in our communities.

Lastly, as mayor I implemented Salem's Senior Tax Work-Off Program, which allows seniors to volunteer in the community and "work-off" their property taxes. In my conversations with seniors in our community, it has not only helped them through difficult financial situations, but it has also created space for them to continue to be involved in our city in a flexible manner that works for them. The hundreds of seniors who participate in this program are valued members of our team and appreciate pitching in to help with a range of activities in Salem. We know it also provides a social component for participants, helping to avoid the isolation that we know can impact the mental and physical health of older adults in our community.

2. Corporate Tax Breaks. Corporate tax breaks cost Massachusetts [more than \\$1 billion in foregone revenue](#) each year. Companies can secure access to such tax breaks due to political connections whether or not the promised benefits ever materialize. Which of the following accountability steps would you support?

a. Collecting and publicly disclosing information about the benefits to the state from any tax break? (Y/N)

YES. I support transparency to disclose who benefits and by how much.

b. Repealing any tax break that does not provide the intended benefits in a cost-effective manner? (Y/N)

YES. As a student of municipal government, I have long sought to bring

transparency and professionalism to government, especially in budgeting processes. I support efforts to repeal tax breaks that are not cost effective to businesses or taxpayers.

c. Establishing sunset dates for all tax breaks so that they must come up for periodic review? (Y/N)

NO. This may not benefit our budgeting process, as there are a range of tax breaks that are progressive in nature such as the childcare tax credits and tax incentives for those who invest in renewable energy. I'm concerned this policy may create instability and an additional hurdle to understanding our tax system. Government can and should regularly scrutinize and re-examine every provision of public finance, but codifying an end date for all such measures would preemptively tie the hands of future policymakers and could create additional confusion among taxpayers.

3. Fair Share. Do you support the proposed constitutional amendment to increase the tax on income over \$1 million by 4%, with the resulting revenue devoted to education and transportation needs (Fair Share Amendment)? (Y/N)

YES. I am supportive of individuals who are in the most upper-income brackets paying more in taxes. I also believe it's vitally important to understand and clearly determine where these funds will go. This annual revenue stream will be significant, being clear and specific what investments in education and transportation will be made with these dollars is vitally important. We must be accountable to voters, ensure these dollars are spent accordingly, and set guidelines and metrics to determine outcomes of where funding is going and how it is impacting communities in a clear and transparent manner.

4. Progressive Revenue. The Fair Share Amendment ballot initiative will raise much-needed revenue for our commonwealth, but we will require more resources to meet current needs. Do you support the following measures to make a more progressive tax code?

I support measures that ensure companies and individuals that are doing well in Massachusetts pay higher rates. As someone who prides themselves in being a budget aficionado, I would want to consult with tax experts, including those in the Office of Administration and Finance, the Treasury, and Department of Revenue, as well as those in advocacy and action organizations who have been deeply involved in this work. In Salem, we turned deficits into record reserve funds and transformed our city from a rock bottom bond rating to its highest ever – and we did it while holding the line on regressive property taxes and experiencing record economic growth. I believe fairness in taxation can be done without weakening the strength of the economy and, in fact, can actually bolster it.

a. Raising the corporate minimum tax for larger companies? (The corporate minimum tax is currently only \$456.) (Y/N)

YES.

- b. Imposing a tax on the portion of corporations' US profits that are shifted to offshore tax havens? (Y/N)**

YES.

- c. Raising the corporate tax rate from 8% to 9.5% (where it stood in 2009)? (Y/N)**

[Candidate chose neither YES nor NO.]

I am open to consideration.

- d. Raising the tax on long-term capital gains from 5% to 8.95%, in line with states like New York and Vermont? (Y/N)**

[Candidate chose neither YES nor NO.]

I am open to consideration.

- e. Levying a modest tax on university endowments greater than \$1 billion? (Y/N)**

YES.

5. **PILOT Reform. Massachusetts is home to some of the world's most prestigious cultural, educational, and medical institutions, but many of them are exempt from property taxes.**

- a. Do you support enabling cities and towns to require large tax-exempt not-for-profit institutions (i.e., with property valued at or above \$15 million) to make payments in lieu of taxes to the municipality equal to 25 percent of the amount that would be paid if they were not exempt? (Y/N)**

[Candidate chose neither YES nor NO.]

This is a decision that should be made individually by municipalities. In Salem, we have PILOTS and SILOTs (service in lieu of taxes) with the majority of our large community non-profits, to ensure they are contributing community members and help chip in with the cost of much needed municipal services. While I am a strong advocate for initiatives that will generate more revenue for communities, an across-the-board policy requiring payments of community non-profits could hamstring their work. For example, we actively communicate with and have open dialogue with non-profit leaders to determine community needs and how we can partner to effectively support these services.

- b. Would you support directing the Department of Revenue to regularly collect the data for the financial impact of lost tax revenue from tax-exempt institutions? (Y/N)**

YES. This is a helpful negotiating tool. I support efforts that allow for

more transparency and accountability in budgeting matters. If a community non-profit, for example, a hospital or university, is not doing well, our community will also be affected negatively. I support efforts that create space and open dialogue to work with our local partners.

6. **Divestment. Do you support divesting public investments from private prisons, fossil fuel companies, and weapons manufacturers? (Y/N) If so, how would you reinvest these divested funds?**

YES. I would reinvest those funds, where possible, to support our renewable and clean energy sectors, bolster affordable housing, and programming such as those focused on anti-recidivism, workforce training, and digital equity.

B. Jobs and the Economy

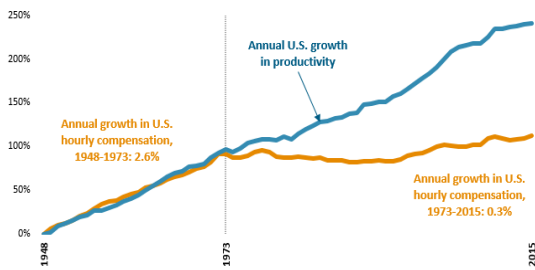
Massachusetts ranks as one of the top ten [most unequal states](#), as the gains from economic growth have disproportionately benefited the already well-off. Compounding this, we are one of the most expensive states in the country for [health care](#), [housing](#), and [child care](#), all of which strain wages. A strong economy depends on strong wages, as workers spend and help local economies thrive. Although the recently passed minimum wage increase will eventually lift the minimum wage to \$15 per hour, this is [still not a living wage](#) for many.

In recent decades, unions have been under attack. However, unions played—and continue to play—a pivotal role in creating a strong middle class. With weaker unions (or no unions at all) come weaker social and economic rights and an imbalanced economy.

Productivity has grown significantly since the 1970s, but it is not being reflected in higher wages.

A Large Gap Has Opened Between Wage and Productivity Growth Since 1973

Cumulative Change in U.S. Hourly Wages for Private-Sector Production/Non-Supervisory Workers and Net Productivity, 1948-2015

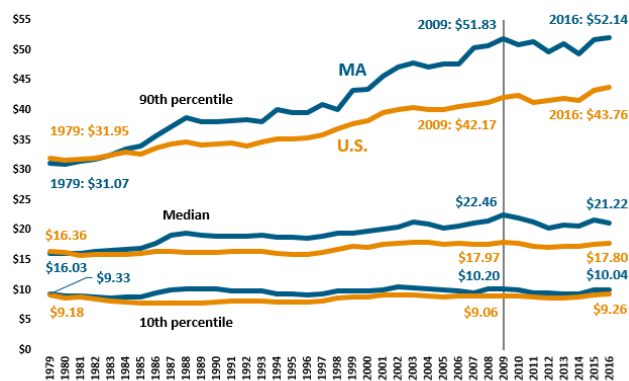


Source: Economic Policy Institute analysis of unpublished Total Economy Productivity data from Bureau of Labor Statistics' Labor Productivity and Costs program, wage data from the Bureau of Labor Statistics' Current Employment Statistics, Bureau of Labor Statistics' Employment Cost Trends data, and the Bureau of Economic Analysis' National Income and Product Accounts
 Note: Wages are the inflation-adjusted average hourly compensation of private-sector production/nonsupervisory workers.

Wages for most MA workers have remained stagnant since the Great Recession.

Wages For Most MA Workers Have Stagnated Since Great Recession

Real Value of Hourly Wage for Selected Wage-Earning Groups in MA and U.S., 1979-2016 (2016\$)



Source: Economic Policy Institute analysis of Current Population Survey data (deflated using CPI-U-RS).

1. Please explain your principles and proposals relative to this issue, and what work you personally have done to advance them (legislation, community work, published writings, etc.)

I believe fairness in the workplace includes ensuring that management treats employees with respect and dignity in an environment where employees feel safe, engaged, and fairly compensated. I strive to meet those standards and pay all city workers a livable wage – at minimum. For example, we recently signed a new teachers union contract to raise wages for paraprofessionals and teachers. Paraprofessionals take on important roles in our schools, but their compensation under-represented their value. This new contract seeks to address that inequity, and as a result of that contract, Salem paraprofessionals will now obtain a livable wage, joining Salem’s teachers as cherished members of our community, who were recently ranked as #14 in the entire Commonwealth for pay. With fast rising rents in Greater Boston, we are also exploring options to utilize school owned property for the construction of on-site affordable housing aimed at providing options for teachers and school support personnel to reside in the community. We see this as another way to help address the biggest cost burden most city workers face - the fast rising price of housing in our community and across the Commonwealth.

In a city that has a large tourism, hospitality, and service industry sector, industries where wages tend to be lower, I have fought as mayor to ensure there are housing units that are affordable to residents of all walks of life. For example, our newly adopted [Accessory Dwelling Unit](#) (ADU) ordinance requires every new ADU created in Salem to have rents capped at 70% of the area median income. This will allow individual homeowners to create ADUs in their home as of right under city zoning, but ensure they are rented at more affordable below market rates.

We have also strived to use new revenue streams to assist with reducing cost factors tied to transportation. For instance, a large portion of our cannabis retail revenues are used to support [Salem Skipper](#), a low cost, on-demand ride share service that has provided over 34,000 rides in their first year of operation (albeit with reduced capacity due to COVID). This service has been very popular, especially among those without a car who need an affordable, reliable way to get to grocery stores, medical appointments, and work. The majority of rides are originating from our low income census tracts and older adults also make up a significant portion of residents using Salem Skipper. This subsidized transportation service was recently expanded as a result of a partnership with Salem State University, which will enable free ridership for students attending SSU.

2. Economic Development—Part I. In recent years, we have seen a race to the bottom between cities and states to offer special perks for large corporations considering new development or relocation. What would be your approach to such bids or proposals from cities in Massachusetts?

Salem has attracted robust investment through minimal local relief. Under circumstances where we have granted relief, we have partnered with the state to support such efforts and they are tailored specifically for initiatives such as housing revitalization efforts or renewable and clean energy sector projects. Moreover, these programs are often tied to higher costs to tackle contaminated sites that have been vacant or abandoned for decades. As Mayor of a Gateway City outside of

Greater Boston, I understand how difficult it can be for cities and towns to attract investments – which also translate into job creation opportunities – without strategic relief intervention. For this reason, I support strategic relief initiatives and state intervention that is well-calculated and will lead to benefits for a given community.

It's important at the local and state level to have practices in place to prioritize investments in people and our communities. In Salem, we've crafted community benefit agreements and developer agreements to specifically leverage opportunities to support local workers, mitigate carbon-emissions from traffic, invest in neighborhood, and citywide infrastructure aimed at minimizing impacts on disproportionately affected communities and neighborhoods. As Lt. Governor, I would support this framework at the state level and for cities and towns to adopt similar practices.

3. Economic Development—Part II. What industries do you see as growth opportunities for the Commonwealth, and how will you ensure the strong labor standards and diverse hiring practices that are essential for shared prosperity?

Industries of growth include offshore wind, clean energy, biotechnology, healthcare, cyber security, teaching, advanced manufacturing, and vocational careers in the trades. We need to ensure that across these industries, the jobs being created pay living wages, offer strong benefits, and have safe working conditions. It is imperative for the state and municipalities to also invest in diversifying our talent pipeline through workforce training, re-skilling efforts, and supports that workers need to be successful – such as access to transportation, child care, and equitable access to job opportunities.

Support for digital equity and programming for trades and vocational careers are also important, especially due to the disproportionate impact COVID-19 has had on frontline workers and folks in the service industry. It begins through access to early childhood education, strong, robust public and vocational schools, access to early college, affordable community and four-year colleges, and pathways for students to pursue new careers in a 21st century workforce. For example, Salem will be home to the state's second major offshore wind port – on the site of a former coal fired power plant – where hundreds of new green energy jobs will be available to the public. As Salem and other communities make these necessary transitions, it is imperative to have an active partner with the state to support residents and cities and towns through this process. Through private-public partnerships such as the [Commonwealth Wind project](#), the state must continue to enhance programming to prepare students for careers in clean energy, and equally important, help re-skill and/or retrain those interested in making career shifts.

Moreover, students, small businesses, and families need to have access to broadband, ownership of devices, and educational programming to be successful. As we have seen through the pandemic, this is essential for students learning in the classroom, residents accessing health care, individuals needing to access employment opportunities, and so much more. These wraparound services are necessary for shared prosperity for residents across the Commonwealth.

4. Closing the Racial Wealth Gap. What opportunities do you see for leveraging public procurement dollars to close persistent racial/ethnic wealth gaps in the

Commonwealth?

We know that access to an adequate public education and pathways to homeownership are two of the strongest determinants to addressing the racial and ethnic wealth gap. Unfortunately, data also reveals Massachusetts has one of the highest racial homeownership gaps in the country. In addition to adequately funding our public schools (discussed in greater detail in the Education section), we must also be intentional in expanding programming to support first-time homebuyers, specifically designated to support historically marginalized people and communities who have been deprived of the opportunities to generate wealth through homeownership.

Equally important are opportunities to support entrepreneurs from Black and brown communities who have historically been deprived of capital, technical support, networks, and other resources to jumpstart their businesses. There is an opportunity here to introduce public-private partnerships to invest in people, their ideas, and create a sustainable framework from which to strengthen entrepreneurial opportunities, which will inevitably also have a positive impact on local economies and downtowns across the Commonwealth.

Massachusetts must also expand DE&I efforts, having more agencies adopt programs like the "Massport Model" as we look to procure public service and dispose of public land, and expand access to state contracts to minority and women owned businesses. In essence, we need to apply models that intentionally factor in racial equity metrics within the qualifications for contracting work and disposition of public property. The state and municipalities can lead in this area by adopting such practices to generate economic empowerment for Black and brown communities. In order to do so, we will need to amend current procurement statutes which hamper the opportunity to leverage this work.

5. **One Fair Wage. Do you support eliminating the subminimum wage for tipped workers? (Y/N)**

[Candidate chose neither YES nor NO.]

I believe every worker is entitled to a living wage. We also know at this moment in time, our restaurants have been disproportionately and substantially impacted by the ongoing pandemic and we must provide relief to reverse the impact COVID has had on local small business owners. We must explore how the state can partner with municipalities to support the implementation of this effort on a consistent, fair, and statewide basis.

6. **Wage Theft. Do you support holding businesses responsible for the wage violations of their subcontractors when the work they do is substantially connected to the company's operations? (Y/N)**

YES.

7. **Wage Transparency. Would you support requiring the submission of wage data to a public database maintained by the Executive Office of Labor and Workforce Development and broken down by gender and race? (Y/N)**

YES.

8. **Fair Scheduling. Many workers in the service sector face irregular working hours, making it difficult to plan for other life events. Do you support providing workers the right to 14 days advance notice of hours and the right to request specific hours without retaliation from the employer? (Y/N)**

[Candidate chose neither YES nor NO.]

I support providing workers the right to request specific hours without retaliation from their employer. I also support policies and practices for the state to support and enable small businesses to work with employees to create as much consistency as possible. As someone who has been on the ground working with local business owners, it has been difficult to predict a regular schedule of operation during this crisis. I would be open to a program that incentivizes businesses to provide as much advance notice as practical.

9. **Mandatory Arbitration. Would you support legislation to prohibit the use of mandatory arbitration provisions in employment contracts, i.e., requirements that an employee forfeit the right to sue the employer for discrimination, nonpayment of wages, or other illegal conduct? (Y/N)**

[Candidate chose neither YES nor NO.]

I would not want employees to forfeit their right to sue and would never wish nor expect workers to forgo their full legal rights to protect themselves.

10. **Paid Vacation Time. The US is the only advanced industrial country to not guarantee workers paid vacation time to use as they wish. Would you support making Massachusetts the first state to require employers to provide paid vacation time to their workers? (Y/N)**

[Candidate chose neither YES nor NO.]

I support such policies for large employers, such as the state government, large municipalities, and national corporations. I also support paid time off for family and medical leave. For example, in Salem, we provide fair and well deserved paid leave benefits for our employees.

11. **Paid Leave for Municipal Workers. In 2018, MA passed the strongest paid family and medical leave law in the country. However, the law did not include municipal workers. Would you support extending the law to make sure that municipal workers have access to these vital benefits? (Y/N)**

[Candidate chose neither YES nor NO.]

I believe the vast majority of communities provide employees with fairly robust paid time off benefits, however, if the state was to incorporate all cities and towns into this legislation, we would need to include a progressive state-level funding mechanism to help make it possible, including bolstering local aid, increasing excise caps, and providing other tools to cities and towns to make

these requirements possible. We know it can be harmful for small towns to contend with state mandates that require local funding and regressive property taxes to support the cost of the mandated policy. In Salem, we already uphold these policies (see above) because we have the capacity to do so and we pride ourselves on providing our employees with paid time off as they need it, providing generous paid medical and family leave for all city employees.

12. **Gig Economy. More than 200,000 workers in Massachusetts now work in the “gig economy,” with the rise of app-based platforms. However, their employers often seek to evade labor law in order to avoid treating them as employees and provide decent pay and benefits.**
- a. **Do you oppose the November 2022 ballot initiative backed by Uber and Lyft to rewrite current state labor law to exclude hundreds of thousands of workers from fundamental rights and protections? (Y/N)**

YES.

- b. **How would your administration work to expand the rights of such gig workers?**

I believe all employees of the gig economy deserve access to protections, fair wages, and benefits. In addition to my opposition to the ballot initiative, I would work with the Legislature to push for a long term legislative solution that ensures gig workers have basic worker protections and preserve the flexibility that makes the gig economy appealing to so many workers. Considering the uncertainty of what our workforce will look like in the future, It is imperative for us to have foresight in developing strong labor rights for workers in a 21st century economy that will continue to rapidly change.

13. **Worker Ownership. Do you support allocating state funding (grants, loan guarantees, technical assistance funds) to support worker-owned and governed businesses and cooperatives in Massachusetts? (Y/N)**

YES.

14. **Worker Governance. Would you support incentives and/or requirements for large MA corporations to allow workers to elect at least some members of the board? (Y/N)**

[Candidate chose neither YES nor NO.]

I would be open to incentives for large corporations to allow workers to have a voice in board elections.

C. Education

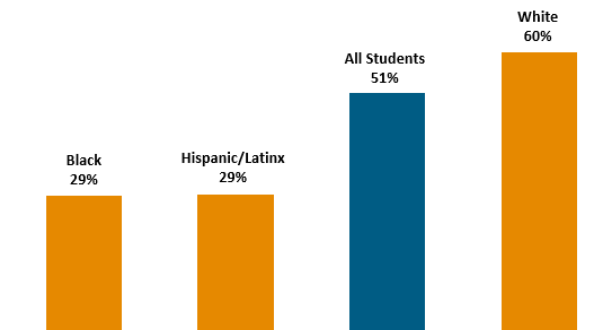
The promise of public education has always been as a gateway to opportunity and mobility for all, regardless of economic circumstances, a cornerstone of the American dream for all residents. Although our public education system gets high marks overall, it remains one of the [most unequal](#) in the country. Powerful corporate interests are promoting false solutions and working to undermine public schools, teachers, and unions. These groups invest millions of dollars to promote the expansion of privately run charter schools, which siphon money from our public K-12 districts while largely excluding students with the greatest needs. Costly, mandated standardized test results are used to label schools as “failing” and justify these privatization schemes. State receiverships in struggling school districts advance a privatization agenda by disenfranchising voters through stripping those they elect of their power to represent them.

Most of the [fastest-growing occupations](#) require education beyond a high school diploma, but Massachusetts has been disinvesting from public higher education for the past two decades. This has led to higher tuition costs, putting students at risk of long-term debt or making higher education out of reach for them entirely.

Massachusetts has significant achievement gaps reflective of resource gaps.

Massachusetts Has Significant Achievement Gaps for Youth of Color in 4th Grade Reading

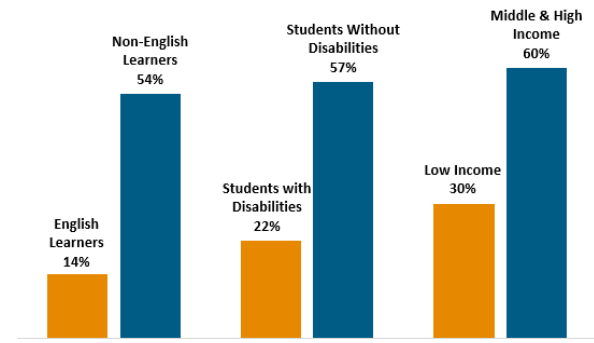
Share of MA 4th Graders Proficient on the 2017 NAEP Reading Exam, by Student Race, all students



Source: National Center for Education Statistics, 2017

Massachusetts Has Significant Achievement Gaps for Disadvantaged Youth in 4th Grade Reading

Share of Mass. 4th Graders Proficient on the 2017 NAEP Reading Exam, by Student Category

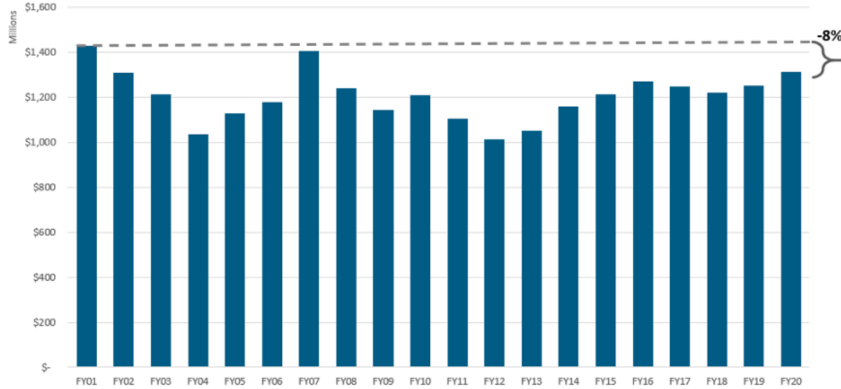


Source: National Center for Education Statistics, 2017

Massachusetts has been disinvesting from higher education and shifting the cost burden onto students.

Massachusetts Has Cut Spending on Higher Ed. by 8 Percent Since FY 2001

State spending on higher education, FY 2001-2020 adjusted to inflation (2020 \$)



Note: FY 2007 total is adjusted downwards to account for the fact that significant funding during this year was for capital investments that supported activity during other fiscal years.

1. Please explain your principles and proposals relative to this issue, and what work you personally have done to advance them (legislation, community work, published writings, etc.).

As Mayor and Chair of the School Committee, I have been a staunch advocate for additional public-school funding and fair accountability for our students and their families. There is no doubt that the most important and the most challenging work we undertake in local government is delivering a high quality education to every student - in particular, in Gateway Cities like Salem, where we educate a broad range of students with a variety of strengths and weaknesses. In Salem, we have made significant improvements to the quality and offerings within our public schools and have undertaken this work through a combination of efforts, including the formation of innovative schools, teacher empowerment, leveraging community partners, and providing integrated social and emotional support to students and families. We work to provide safe, respectful, and positive learning environments for all students regardless of their language of preference, their background, or how they identify.

Our kids have been hit hard by this pandemic and that we have a tremendous amount of work to do going forward to support students and teachers and school staff as we come out of this pandemic. We are not going to be able to overcome the impacts of COVID in one year and will need to put forth a sustained effort to address academic gaps and support a weary teaching profession. As traumatic as the last two years have been, it also presents an opportunity to address systemic educational challenges. We can't (and shouldn't) go back to what we did before and we know what we're doing now during this pandemic is too chaotic and not a sustainable model going forward, so we need to transition to a new model of serving students and families, supporting educators and staff, and ensuring that every child has the opportunity to enter a school building where they can learn, grow, and thrive.

2. Early Education and Child Care. Do you support the Common Start Coalition's

proposal to establish a robust system of high-quality, affordable early education and care for children from birth through age 5, as well as after- and out-of-school time for children ages 5-12, and for children with special needs through age 15? (Y/N)

YES. In Salem, we have already adopted the expansion of free, [high quality early education opportunities](#), providing enhanced offerings starting at 4-years-old, through a [mixed-model approach](#) with public schools and private providers. Offering high quality early education opportunities in every Gateway City and beyond is one of the best investments our Commonwealth can make to help working families, support economic advancement for women and working families, and ensure long term prosperity for the Commonwealth's youngest residents. I also support high-quality education for children with special needs through age 15.

3. **Equitable Funding. In 2019, Massachusetts updated its 25-year-old education funding formula and committed to \$1.5 billion more in annual investment in public schools. However, the legislation to do so—the Student Opportunity Act—did not include funding for this promise, and the state is already behind on its commitment. How would you make sure that the state keeps its promise to teachers, students, and parents?**

I firmly support the Student Opportunity Act. As Lt. Governor, I will work to ensure this commitment is fully funded. I would also work with partners in the Department of Education to track and release user-friendly data regarding funding to ensure we are keeping the promise to adequately fund our schools to teachers, students, and parents.

Given the historic funds received from federal ARPA money, as well as the high surplus the state has accrued, I will work with the Governor and Legislature to ensure we are devoting sufficient resources during budget procedures to education at all levels, including our important public higher education institutions. The majority of graduates from our public universities remain in the Commonwealth and make up a significant subset of our future teachers, nurses, public safety personnel, and small business owners. As an alum of Salem State University, our public university systems play a pivotal role in providing educational advancement for our young adults and in shaping our regional economies and they need our support, as well.

4. **Standardized Testing. Massachusetts is now one of just 10 states for which an assessment like the MCAS is a condition for graduation. Would you support ending this requirement and allow students, especially students with disabilities, to have several pathways to demonstrate that they have met required competency standards? (Y/N)**

[Candidate chose neither YES nor NO.]

I'm in favor of identifying alternatives for students, especially those living with disabilities, to demonstrate they have met academic standards to graduate. By working with state and local partners in education, I would support those alternatives, but would want to maintain current MCAS assessments until then. In Salem, we offer alternative learning schools, working with students to help

them to graduate through competency-based standards. This is a model I would work with the Governor to replicate, to bring to the table and work with municipalities across the state to determine what is best for their respective school districts and the needs of students and families.

5. **Charter Schools. In 2016, MA voters overwhelmingly rejected a ballot initiative to lift the cap on charter schools given the millions of dollars it would have siphoned away from public school districts.**

a. **Do you support keeping the cap on charter schools? (Y/N)**

[Candidate chose neither YES nor NO.]

Voters overwhelmingly decided this issue in 2016. As Lt. Governor, I will work to strengthen our public education system to ensure we have high performing schools at all levels.

b. **Would you support legislation to bring greater accountability to charter schools by requiring them to adhere to the same disclosure and disciplinary standards as public school districts? (Y/N)**

YES.

6. **Receivership. The Lawrence Public Schools, Holyoke Public Schools, and Southbridge Public Schools are currently under state receivership, with a state-appointed receiver assuming the powers of a superintendent or democratically elected school committee. What is your evaluation of the impact of state receivership on these districts, and what reforms, if any, would you advocate for in the state receivership law?**

As Chief Legal Counsel for the City of Chelsea post-receivership, I have a deep understanding of the issue and the circumstances under which this type of action is necessary. In Chelsea, for example, receivership in the school district helped raise education standards, created early education opportunities for students, ESOL programming, and brought external resources to the city. Under certain circumstances, receivership can help to address institutionalized bad practices in a city or school district. Receivership is not meant to be a permanent operating protocol, but rather a bridge to address dysfunction, stabilize operations, set up a pathway to improve accountability, while training and empowering local leaders to undertake this work.

I support legislation that would set clear end-dates for receivership, set clear goals and accountability measures that can be reported on, and only then, for it to be used after all other options have been exhausted. The goal of any receivership must be to set in place reforms for the city or district to develop the ability to govern itself and meet the needs of its constituency. Most importantly, those goals and measures must be tailored to the specific community or district at hand, so it can fully reflect the challenges, objectives, and constituent populations of the received entity.

7. **Comprehensive Sex Education. Do you support requiring public schools that teach sexual health education to provide age-appropriate, medically accurate**

information that is inclusive of all sexual orientations and gender identities and includes the effective use of contraception? (Y/N)

YES. I am proud, as the Chair of the Salem School Committee, that we undertake much of this work in Salem Public Schools.

8. **Anti-Racist Education. Do you support the creation of a Commission for Anti-Racism and Equity in Education, which would ensure that ethnic studies, racial justice, decolonizing history, and unlearning racism are taught at all grade levels using a critical approach and pedagogy that is age-appropriate? (Y/N)**

YES. Our school district is already incorporating a curriculum that is not only more reflective of our student population, but also one that tells the full story regarding racial justice in our society and embedded racism. We have had to work hard to source materials and ensure teaching is reflective of our community values and representative of our full history. This work needs to be supported with adequate teacher and staff training, as well as active engagement with students and families to be truly successful and implemented with fidelity.

9. **Mental Health in Schools. The pandemic has heightened the need for dedicated, sustained funding for mental health services in schools. How would you use your position to make sure that all students are receiving the mental health services they need in a timely fashion?**

As I noted earlier, kids have been hit hard by this pandemic – most assuredly with respect to behavioral health and social and emotional struggles. In Salem, we had already set up in-school mental health clinics pre-pandemic to help ensure students were getting access to the therapeutic services they need. Providing on-site counseling services reduces barriers to service and helped make sure care was integrated with educational plans.

We have a [City Connects](#) program that conducts outreach directly to families to determine what they may need at home ranging from housing and food insecurity, mental health resources at home, and other strategies to help remove stigma within the classroom and at home for students and families to address mental health. In the past, that effort has included at-home visits and a detailed, personalized plan for every single student. [A strength of this program](#) is that it enables us to leverage and mobilize partners in our community to support student (and family) needs. Having staffing and infrastructure in place pre-pandemic to provide effective social and emotional support programs within our public schools helped prepare the district to support our children when the pandemic struck.

As Lt. Governor, I would use my platform to work with school districts to adopt a similar model and also advocate on their behalf to obtain legislative funding to support this effort, as well as funding for schools to have a stronger psychologist-to-student ratio.

10. **Higher Education Access. Do you support granting in-state tuition and financial aid to undocumented students? (Y/N)**

YES.

11. **Debt-Free College. Do you support making tuition (and mandatory curriculum fees) free at public colleges and universities? (Y/N)**

[Candidate chose neither YES nor NO.]

When I attended Salem State, if you worked hard all summer (for me, that meant painting houses, working basketball camp, and even being a not so great waitress!) you could make enough money to pay your tuition and fees. As the parent of children attending two of our public universities, that is no longer the case. College should be affordable for all students. I support making public colleges and universities tuition free for students who would otherwise not be able to cover expenses.

D. Health Care

Massachusetts has led the way in providing near universal health insurance coverage, with [97% of the state](#) having health insurance. But until that is 100%, we haven't reached truly universal coverage or tackled critical barriers to accessing care. Disparities in insurance coverage and health care access continue to exist along income, racial, and education lines. Premiums continue to rise, and high deductibles mean that many do not get the health care they need—or suffer from long-lasting debt if they do. We still spend an oversized portion of public and private money on health care, but without necessarily achieving better health outcomes. The pandemic has put a spotlight on these health care inequities and the need to invest in a stronger public health infrastructure and be more resilient for the pandemics and challenges of the future.

Massachusetts health insurance premiums have skyrocketed over the past two decades.

Massachusetts health insurance premiums have tripled in 19 years and consume an ever-larger portion of earnings for middle class families.

Average total cost for Massachusetts family health insurance premiums and national cost of a new compact car



The share of middle-class commercially-insured Massachusetts families with more than ¼ of total earnings going to health care rose from 28% in 2013-2015 to 33% in 2016-2018.

Notes. Data are in normal dollars of the year shown.

Sources: Family Health Insurance premiums are for Massachusetts from the Agency for Health Care Quality – Medical Expenditure Panel Survey, Insurance Component. Car cost information is based on car-specific inflation from the BLS and the compact car price index from Kelly Blue Book.

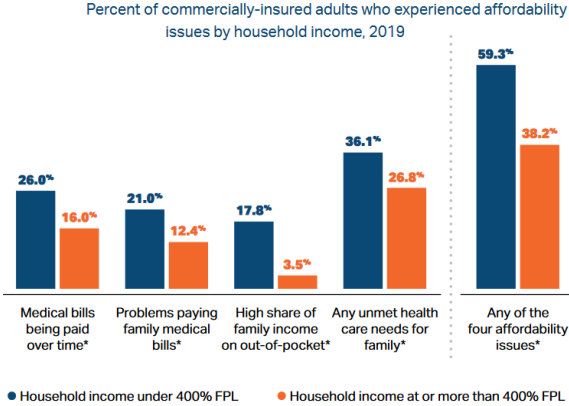
<https://www.prnewswire.com/news-releases/average-new-car-prices-up-nearly-4-percent-year-over-year-for-may-2019-according-to-kelley-blue-book-300860710.html>

Earnings calculation includes employer premium contribution in both health care payments and in earnings total. See Massachusetts HPC 2019 Annual Cost Trends Report (p. 15)



Image41i

Many MA residents face difficulty paying health care bills.



- 1. Please explain your principles and proposals relative to this issue, and what work you personally have done to advance them (legislation, community work, published writings, etc.).**

I support universal healthcare and am proud of the work Massachusetts has undertaken to achieve near universal health insurance coverage in our Commonwealth. Having undertaken this important policy mandate, a key challenge to sustain this model is the rising cost of health insurance and providing health related services in Massachusetts. In addition to the harm and inequities families can face with the current system, cities, towns, and small businesses also face high insurance costs. From a budgeting perspective, healthcare costs continue to cannibalize revenues that could otherwise be going to support our schools, housing, public spaces, and our cities and towns. Moreover, OPEB liabilities are a huge detriment to all levels of government, and unless addressed, will exacerbate every level of government's capacity to provide services and medical coverage for employees and retirees. One of the earliest and most important reforms we undertook in Salem when I first came into office was to reform our health insurance and join the Group Insurance Commission. That move provided our employees and retirees with greater choice and the ability to tailor their insurance to their own family's specific needs. Equally important, it dropped our OPEB liability by a substantial sum.

As Lt. Governor, I would advocate for more tools to address cost containment and payment reforms aimed at reducing fees for service models. Additionally, I would work with cities and towns across the Commonwealth to increase understanding and knowledge on how to best navigate rising healthcare costs, including technical assistance, collaboration with the GIC and insurers.

- 2. Single Payer. Do you support legislation to enact a single payer health care system in Massachusetts, which would guarantee health insurance as a right? (Y/N)**

YES.
- 3. Reproductive Justice—I. Do you support requiring health insurance plans to cover all pregnancy care, including abortion care, prenatal care, childbirth, and postpartum care, without any kind of cost-sharing? (Y/N)**

YES.
- 4. Reproductive Justice—II. Would you support the creation of an uncompensated care program to reimburse abortion providers for services they provide to individuals without other means of paying for care, including those individuals traveling from out of state who would have qualified for MassHealth if they lived in the state? (Y/N)**

YES.
- 5. Menstrual Equity. Would you support providing access to free menstrual products in schools, shelters, and prisons? (Y/N)**

YES. In Salem, we have already adopted this policy.

6. **Harm Reduction. An essential part of addressing the opioid crisis, safe consumption sites allow medical professionals to respond to overdoses and engage participants in medical and behavioral health services. Would you support the legalization of SCSs? (Y/N)**

YES. With approval from a local municipality and in a capacity that is monitored and regulated with community partners and coupled with access to recovery programs.

7. **Pandemic Response. How would you evaluate the state's response to the Covid-19 pandemic? What would you have done differently to ensure more equitable distribution of PPE, testing, and vaccination to underserved populations?**

As Mayor, I have been on the ground from the very start of this crisis collaborating with community partners to help residents. We did not wait for state or federal action and instead pursued an immediate emergency funding appropriation on the local level from our reserves and moved quickly to act based on science, consulting with public health and epidemiological experts. We quickly organized a COVID Response Team that met multiple times each week, including local experts and department heads, and focused on protecting public health and rebuilding our community. Salem became a leader in the region and the state for innovations like our mobilized food assistance and delivery effort, coordinating hundreds of volunteers to place well-being calls to homebound seniors, distribution of PPE to residents and businesses, leading the region in standing up a regional homeless quarantine site, leveraging empty dorms at the local university to quarantine housing insecure families, and piloting innovative testing initiatives like some of the first wastewater surveillance testing and in-school pooled testing. With the state we found a responsive and supportive partner in many of these efforts, especially around securing PPE, standing up mass "Stop the Spread" and wastewater testing – and, ultimately – vaccination sites, setting up contact tracing efforts at a level larger than what any one city or town could, and providing regular and helpful communications.

However, there have most definitely been gaps and shortfalls in response measures. First and foremost, I believe we must do more to incorporate equity in many of our COVID response and recovery measures. Most glaringly, this pandemic has laid bare the systemic inequities and social determinants of health that continue to worsen outcomes for our Commonwealth's Black and brown and lower income residents. If we do not come out of this pandemic with a commitment and a plan to intentionally remedy that, then we are only setting our communities up for future failure and continued distress.

Moreover, there was no playbook for responding to this pandemic and both the state and cities and towns were definitely charged with 'building and flying' response measures at the same time. For example, Salem has led on COVID response efforts, issuing a mask mandate for indoor public spaces, and vaccine requirements inside of businesses, but regionally there has been less consistency. Support and incentives for more coordinated and regional approaches to COVID conditions are necessary. While I value municipal autonomy as a local leader, we would be better served by responding to this pandemic in a regional manner. For

instance, our hospital and health care industry is regional in nature and needs collective action to provide relief and address rising case counts during this current COVID surge. The patchwork approach to mask mandates, vaccine requirements, and school reopenings is less effective and too often subjects key public health decisions to an overly political lens.

The lack of strong regional collaboration too often meant cities and towns were left to their own devices to identify experts, collect data on local actions, create and implement response plans, and communicate this information out to constituencies. At times, cities were competing for access to services (testing vendors, vaccine distribution, etc). While local conditions do vary from community to community, the lack of a coordinated regional or statewide approach is something we must strive to improve in planning for the next pandemic and as a means to address public health preventative measures.

8. **Public Health. What are the main lessons you would take from the state's experience with the COVID-19 pandemic in order to put our state on a stronger public health footing for future crises, especially as relates to protecting the state's most at-risk populations?**

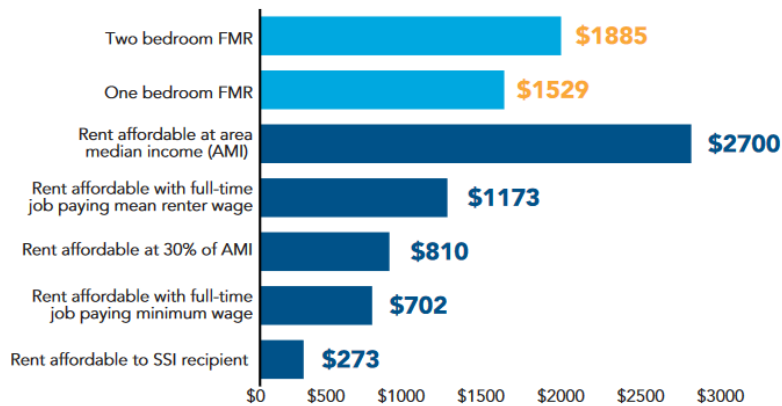
More resources must be invested in public health, particularly among local public health departments and community health centers that serve disadvantaged populations and it must be done before there is a crisis. More regionalization is necessary with respect to public health planning and how guidelines are implemented. We must also make investments in tools and tracking systems aimed at assessment and prevention efforts, especially as most cities and towns do not have adequate staff and/or technical resources to assemble key public health data or create and implement interventions and track metrics. When there is a crisis we must be more intentional about how we respond with a proactive eye toward equity. For example, support for a systems wide approach that strengthens city and town links to regional healthcare providers will aid this effort. Moving forward, we cannot afford to be reactive, but instead need the investment of resources and personnel to tackle the large systemic challenges we will continue to face in public health. This cannot be done one city or town at a time, we must have willing partners at the state level to push for and coordinate such efforts.

Additionally, we must understand and address the intersection of public health with housing, environmental conditions, education, and access to healthcare. We witnessed as COVID exposed long-lasting inequities, particularly in communities of color, that must be tackled head on as we rebuild from COVID. As mentioned throughout this questionnaire, education, housing, environmental justice, and racial equity are at the forefront of my agenda. My learned experiences from being on the ground as mayor for a working-class, diverse community are the motivating factors for my candidacy for Lt. Governor.

E. Housing

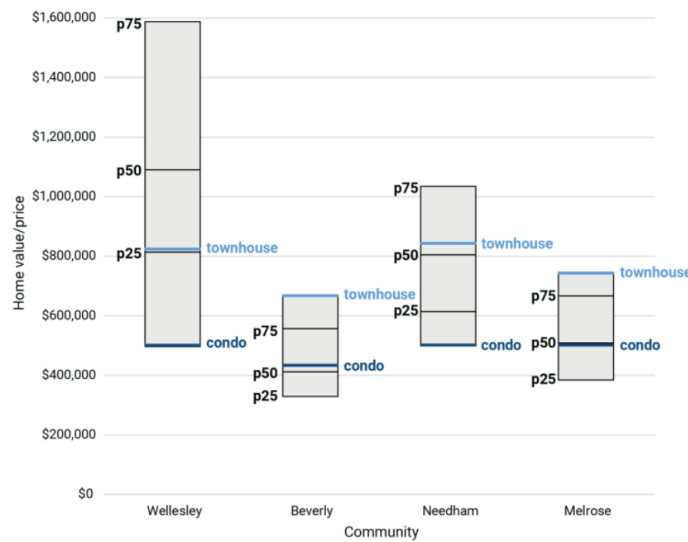
Massachusetts has a lot to offer, but that does little if people can't afford to live here. The [US News & World Report's annual state rankings](#) put Massachusetts at #40 in housing affordability (and #47 in cost of living). A worker earning minimum wage in Massachusetts would have to work [87 hours a week](#) to afford a modest one-bedroom rental home at market rate (and 107 hours for a modest two-bedroom). Over the last ten years, the need for affordable housing has increased, while funds for affordable housing have decreased at both federal and state levels. This is unsustainable. It has led to expanding economic inequality, increased homelessness, and damage to our economy, as talented workers often leave the state for less expensive regions.

With rental increases far outpacing wage increases, many are left with housing instability.



The overreliance of single-family housing in suburban development, as opposed to denser or multi-family housing, makes communities unaffordable.

Small multifamily condos expand affordability in the wealthiest communities
 Comparing prices of new townhouses and condos to existing homes



Source: Existing home values taken from the Census Bureau's American Community Survey 2014-2018. Prices for new townhouses and condos from Crump, Mattos, Schuetz and Schuster (2020). Metropolitan Policy Program at BROOKINGS

1. Please explain your principles and proposals relative to this issue, and what work you personally have done to advance them (legislation, community work, published writings, etc.).

As Mayor, I believe that every individual has a right to safe, affordable, and life enriching housing. In Salem, we have strived to develop a strong housing agenda as part of our goals to address community housing needs. The City encourages the production of housing that meets the varied needs of our population at all price points. Salem also recognizes that quality housing can only exist where there is access to good jobs, transportation choice, and necessary community amenities. With the cost of rents and mortgages being the single biggest expense for most households in Salem, and across Massachusetts, many families are struggling to afford other necessities including healthy food, clothing, transportation and medical care. Likewise, a lack of housing choices is increasing the risk of displacement for residents across the state, creating intergenerational trauma, and further exacerbating inequities throughout marginalized communities.

Our work through Imagine Salem included Housing Assessment and Production Plans aimed at identifying and addressing our most pressing housing needs. To help residents better understand the housing crisis in Salem and what can be done about it, we engaged in a series of workshops, videos, and community outreach efforts to explain the importance of creating affordable housing policies in Salem. We identified barriers to housing development in our community, such as unpredictable permitting, restrictive zoning, community concerns and development costs, and worked to devise strategies to address these items. Through our work, it became clear that affordability ratios at 80% of area median income were too high to meet Salem's needs, which were closer to 60% of area median income and below. Some of the strategies adopted and work underway in

our community include the following:

- Adoption of an as of right Accessory Dwelling unit ordinance that requires all new units to rent at or below 70% of area median income;
- An inclusionary zoning policy that requires at a minimum that 10% of new housing constructed be affordable at 60% of area median income;
- Leveraging publicly owned land for the construction of affordable housing; and
- Partnering with housing non-profits to develop Housing First supportive housing models that include wrap around services for the most vulnerable members of our community.

On a statewide basis, I have championed zoning reform efforts, leading a coalition in support of the Housing Choice legislation (see below for more information). Since its adoption, Salem and communities across Massachusetts, have leveraged tools to advance community housing goals. Through [Imagine Salem](#), we will continue to advance policies and initiatives aimed at improving our supply of much needed community housing. As Lt. Governor, I will continue to partner with state and local leaders to strengthen efforts to update our zoning laws and promote more affordable housing across the state.

2. Reducing Homelessness. What steps would you take to reduce the number of individuals experiencing homelessness and address the daily indignities and systemic problems unhoused individuals face?

In Salem, we implemented a Housing First policy agenda to ensure access to safe and accessible housing with wraparound services for our homeless population. Our efforts are focused on meeting people where they are, specifically providing supports for mental health and substance abuse disorder, as well as other chronic challenges our homeless population face. Using a “hub model” we convened a working group with public safety, social workers and behavioral health professionals, public health professionals, and court personnel that examines both housing options and individual cases of our high risk homeless population on a monthly basis. This has helped to foster communication and coordination among service agencies working with the homeless population in Salem and has helped with preventing and responding to crisis interventions. Most importantly, this inter-agency activity has enabled opportunities to help better serve vulnerable persons in our community. This work, and our strong partnership with Lifebridge, led to the creation of a low barrier to entry Day Center in our downtown, which provides space and an outlet for homeless individuals who do not want to or are not able to stay overnight at the shelter, but want to access services such as food, healthcare, technology or other assistance. Often, this enabled officials to build relationships and work with members of our chronic homeless population in a way that was not possible prior to the creation of this space. During the pandemic this work has helped better prepare us to pivot to crisis response, stand up a regional homeless quarantine site, and to furnish our local shelter operators with PPE, testing, and, ultimately, vaccine supplies quickly and effectively. These combined efforts have significantly aided our efforts to test and vaccinate the majority of our homeless population, helping to curb potential spread of COVID in our community.

The ultimate challenge for reducing homelessness is developing more housing, in particular supportive housing models in our communities. I believe that Housing

First policies combined with partnerships between shelters and homeless service providers, community officials (from public safety to public health), healthcare and social service providers, and court and probation personnel can be extremely beneficial in meeting the needs of the chronic homeless population and providing some of our most vulnerable neighbors with support and wraparound services.

3. **Affordable Housing Funding—I. Would you support legislation to allow cities and towns to impose a fee on real estate transfers to generate revenue for affordable housing, with the ability to create local exemptions as appropriate? (Y/N)**

[Candidate chose neither YES nor NO.]

I support empowering cities and towns by providing them with tools and resources to address the pressing challenges facing their communities. I also want to ensure that we are mindful of the need to balance the impact on our competitiveness as a state when layering in new real estate fees or tax hikes.

4. **Affordable Housing Funding—II. Would you support doubling the current Deeds Excise Tax (from \$4.56 per \$1,000 to \$9.12 per \$1,000), upon the sale of real property in Massachusetts, to create a new funding stream to be split evenly between affordable housing and climate resiliency? (Y/N)**

[Candidate chose neither YES nor NO.]

I support empowering cities and towns by providing them with tools and resources to address the pressing challenges facing their communities. I also want to ensure that we are mindful of the need to balance the impact on our competitiveness as a state when layering in new real estate fees or tax hikes.

5. **Public Housing. Massachusetts has underfunded state-assisted public housing for years and has sought to reduce the overall quantity of state public housing units. Will you protect and expand Massachusetts' operating investment in public housing? (Y/N) What would be your priorities in doing so?**

YES. I currently serve on the Board of the Salem Housing Authority. I am one of few (if any) mayors to do so in the Commonwealth. I believe Housing Authorities can be strong partners to our communities in addressing local housing needs – both improving current public housing stock and increasing affordable housing options and by partnering with non-profit housing providers on Authority owned land and buildings. Engaging with tenants also helps to understand key needs within the community. There is currently a lengthy backlog of capital needs within current public housing portfolios and long wait lists for seniors and families in need of affordable housing. Prioritizing funding for capital projects, in particular modernization initiatives and upgrades to mechanical and heating units (including renewable energy sources), can help address property conditions, reduce energy costs for authorities and tenants, and improve community emissions. In Salem, we are also looking to install low cost, high speed Wi-Fi networks and broadband infrastructure options within our housing authority portfolio as part of an effort to improve and expand internet connectivity at our state public housing properties and private non-profit subsidized apartment complexes. Given the importance of broadband internet for education, employment, healthcare and

communication, enabling public housing tenants greater access to bridge the digital divide is a worthwhile investment. I also believe that prioritizing opportunities to partner with housing non-profits (authority non-profits and separate private housing non-profits) may be a model that can assist with leveraging public property to increase affordable housing units in cities and towns. There is a large backlog of unfunded modernization projects within our state-owned public housing. As Lt. Governor, I will advocate for enhanced state and federal funding to improve, enhance, and increase public housing options in Massachusetts.

6. **Tenant Protections.** Would you support providing municipalities with the authority to implement rent-stabilizing regulations, just cause eviction protections, stronger condominium conversion and foreclosure protections, anti-displacement zones, and options to help tenants manage the upfront costs of leasing an apartment? (Y/N)

[Candidate chose neither YES nor NO.]

I support empowering cities and towns by providing them with tools and resources to address the pressing challenges facing their communities. At present, the availability of naturally occurring affordable housing in many of our 2 and 3 unit buildings is being impacted by significant numbers of condominium conversions. While these condo conversions provide new homeownership opportunities, they also are diminishing the supply of naturally affordable rental units in neighborhoods. With that in mind, the city is working to adopt the existing Massachusetts Condominium Conversion statute, which would provide additional protections for tenants, including longer notice periods, assistance with relocation, and a right of first refusal to purchase the building. Since that state law only applies to 4 units and above, we are also working on a special act to improve protections for tenants in buildings that are less than 4 units that would provide additional protections to tenants.

In Salem, we currently also provide funding to assist with eviction prevention and the up front cost of leasing housing (first-last-security payments) as part of our municipal housing assistance programs. These programs have proven invaluable for tenants, especially those needing to relocate unexpectedly.

7. **Tenant Opportunity to Purchase.** Would you support providing tenants of small, medium, and large multifamily properties with right of first refusal when the owner plans to put a building on the market, provided that they can make a bona fide offer to match the asking price in a reasonable period of time? (Y/N)

YES. See above.

8. **Right to Counsel.** Would you support legislation to provide legal representation for low-income tenants in eviction proceedings? (Y/N)

YES. As part of our pandemic response we are setting up a local office to provide housing stability and legal counsel to low-income residents facing eviction or displacement.

9. **Zoning Reform—Part I. Throughout Massachusetts, restrictive and exclusionary zoning laws make communities unaffordable and exacerbate residential segregation. Would you support the following steps....?**

- a. **Prohibiting municipal and state zoning bylaws, ordinances, and land use decisions that discriminate based on race, socioeconomic status, or familial status? (Y/N)**

YES.

- b. **Enabling municipalities to pass inclusionary zoning ordinances by a simple majority vote? (Y/N)**

YES. I led a statewide coalition championing the most recent zoning reform. While the zoning choice legislation was a strong starting point, as Lt. Governor I will continue to partner with state and local leaders to strengthen efforts to update our zoning laws and promote more affordable housing across the Commonwealth. In Salem we have been innovative and active in using zoning reform as a tool to enable more affordable housing options. We adopted an accessory dwelling unit ordinance with an affordability requirement tied to the creation of new such units. We loosened parking minimums, expanded housing incentive program zones, and created a process to allow for vacant Catholic schools and former municipal buildings to be used as affordable multi-unit housing, even in single family districts. We're currently engaged in efforts to implement inclusionary zoning, broaden 40R to more areas, and establish a condo conversion and tenant protection ordinance. All of this is in addition to working with our local nonprofits, Salem State University, and the Salem Housing Authority to construct more affordable housing stock.

- c. **Enabling municipalities to pass zoning ordinances to eliminate parking requirements for multifamily residential development by a simple majority vote? (Y/N)**

YES.

10. **Zoning Reform—Part II. The Department of Housing & Community Development recently released guidelines for the 175 MBTA communities to have a zoning ordinance or bylaw that provides for at least one district of reasonable size near public transit in which multifamily housing is permitted as of right.**

- a. **The new requirement is an important step toward addressing our affordable housing crisis, but it lacks an enforcement mechanism. How would you enforce this new requirement?**

At present, the draft regulations impose a “stick” approach – if a community does not comply by adopting a multifamily housing zoning district in a timely fashion, the community will lose access to several state grants. The draft guidelines also enable DHCD to take non-compliance into consideration when ‘making other discretionary grant awards’, thus enlarging the pool of ineligibility for state grant fund programs. While I’m

grateful for this requirement, it's important to note that the draft guidelines do not require the zoning to incorporate an affordability component, so there is no guarantee that this will lead to additional affordable housing in these communities.

Since the draft guidelines have just been released, it will be important to review the final adopted language and assess initial compliance activities among communities. I think it's also worthwhile to assess state and MBTA owned land in communities served by the T to determine the ability to build housing on these sites. The state and T are exempt from municipal zoning requirements and therefore, could expedite multi-family and affordable housing on these sites.

b. Would you support extending this requirement to include *all* municipalities that have public transit available, as opposed to only MBTA communities? (Y/N)

YES.

11. Eviction Sealing. Eviction records create lasting stigma, are prone to error and impair access to stable housing. Would you support legislation to seal eviction records so that both tenants and landlords can move on with their lives? (Y/N)

[Candidate chose neither YES nor NO.]

I would support legislation that would seal eviction records after a certain amount of time has passed, preventing this from following vulnerable residents throughout their life. In the interim, the state can do more to identify why these records are so prone to incorrect information and work to put in place reforms to prevent that from happening in the first place, for example, establishing a tenant's right to review process and broader access to legal counsel and services for lower income tenants.

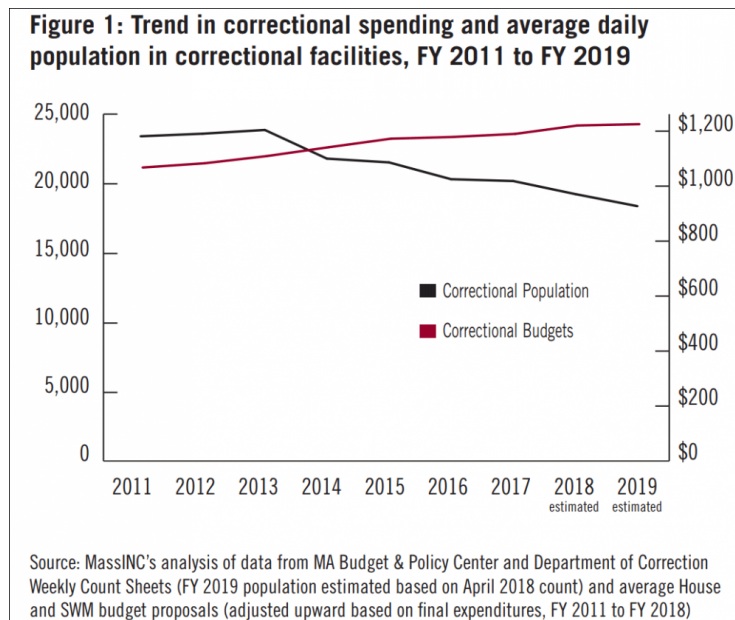
F. Racial and Social Justice

Massachusetts must continue to strive to be a state that welcomes and embraces all of its residents and combats prejudice and discrimination of all kinds, especially on the systemic and institutional level.

Mass incarceration in Massachusetts has proven socially and economically destructive, breaking apart communities across the state. From 2011 to 2016, [spending on prisons](#) grew faster than any other part of the Massachusetts budget, while funding for necessary services languished. The average cost per year to house an inmate in the Massachusetts Department of Corrections is [more than \\$60,000](#), money that could be better reinvested into the communities that have suffered from decades of misguided and racially discriminatory “tough on crime” policies. To achieve “justice for all,” we need a judicial system that does not disproportionately target communities of color and the poor and that does not criminalize public health issues such as addiction.

Immigrants make up 16% of Massachusetts’s population; however, demagoguery against, or indifference to, immigrant populations has historically been a mainstay of Massachusetts politics. Even though the administration in Washington has changed, we have seen a deportation agenda from both Democratic and Republican presidents, and it is important for states like Massachusetts to take leadership in protecting and advancing the rights of our immigrant communities and making clear that all are welcome.

The correctional population in Massachusetts has declined, yet the state continues to increase the Department of Corrections budget.



Significant racial disparities exist in incarceration in Massachusetts.

Imprisonment by Race/Ethnicity (2019)	
White imprisonment rate (per 100,000)	63
Black imprisonment rate (per 100,000)	466
Hispanic imprisonment rate (per 100,000)	260
Racial/Ethnic Disparity in Imprisonment (2019)	
Black : white ratio	7.4
Hispanic : white ratio	4.1
Juveniles in Custody (2015)	
Total juveniles in custody	309
Committed	168
Detained	135
Diverted	0
Juvenile custody rate (per 100,000)	0
White custody rate (per 100,000)	18
Black custody rate (per 100,000)	166
Latino custody rate (per 100,000)	117
American Indian custody rate (per 100,000)	0
Asian custody rate	0

1. Please explain your principles and proposals relative to this issue, and what work you personally have done to advance them (legislation, community work, published writings, etc.).

As the daughter of a naturalized US Citizen (my Mom was born in Grenada and grew up in Trinidad) and a committed public servant with experience working in communities as diverse as Chelsea and Salem, I know firsthand the value and benefits of inclusion, diversity, and empowerment within a community setting. Connecting and including people of all backgrounds in an intentional way helps to create thriving, livable, welcoming places that fully harness the contributions of all residents. Moreover, breaking down systemic racism within systems – from education and healthcare to criminal justice and housing – must be at the forefront of our work. I believe Massachusetts must continue to strive to be a state that welcomes and embraces all of its residents and combats prejudice and discrimination of all kinds, especially on the systemic and institutional level. To that end, as Mayor I have worked on the following:

- Hiring of the City’s First Latino Affairs Coordinator – a full-time position that reports directly to me, which serves to break down barriers and work directly with members of our Latinx community on programs and initiatives.
- Increasing the number of Spanish speaking Police Officers and Firefighters in

Salem by requesting special permission from the State Civil Service Commission to obtain a special preference for Spanish speaking applicants.

- Open up the process for appointing Board and Commission positions in order to assist with recruiting members that better reflect our community profile.

- Worked with our Latino Leadership Coalition to support voting rights and the distribution of Spanish ballots within our community.

- Led adoption of the Sanctuary for Peace ordinance in our city which affirmed our belief in immigrant rights, expressly stated that City services are to be provided to all residents, regardless of immigration status; affirmed that City employees shall not ask for immigration status from any resident; affirmed that Salem Police shall not undertake immigration-related investigations or routinely inquire about the immigration status of any person. We were among the first municipalities across the Commonwealth to adopt this policy, joining our neighbors in Chelsea, Lawrence, and Somerville in upholding the rights of immigrants in our community.

- Established the City's first Race Equity Task Force to undertake a review of City policies, services, and ordinances, as well as inequities in community systems. This initial report included a series of recommendations, including ways in which success will be measured. A priority of the report was to hire a DEI Director for the City. That position was quickly funded in our current budget and the new Director is expected to start within the next 60 days.

- Track and ensure that investments in parks and public spaces are occurring in largely immigrant neighborhoods, such as The Point/El Punto, which is home to one of the highest concentrations of Latinx residents in the North Shore.

- Formed an Equity and Inclusion Subcommittee within Salem Public Schools aimed at ensuring equitable access, opportunities, and outcomes for every child who attends the Salem Public Schools.

This is a snapshot of some specific examples of our values in action. Equity and inclusion are core values that our communities and our Commonwealth must continue to strive to achieve them in all that we undertake.

2. **Police Accountability. The 2020 police accountability legislation passed by the Massachusetts Legislature contained a number of steps forward, but important measures were left out. Would you support legislation to do the following?**

a. **Eliminating qualified immunity for state and local police and correctional officers so that individuals whose constitutional rights are violated can have their fair day in court? (Y/N)**

[Candidate chose neither YES nor NO.]

I believe that we should require bias-free professional policing and support the recently adopted statewide police reform legislation that will create a Peace Officers Standard and Training (POST) Commission. A long overdue oversight mechanism, this new legislation will set

standards for police behavior and prevent a police officer from claiming qualified immunity for any action that leads to them being decertified as a police officer by the POST Commission. This newly formed Commission can also take away the license of officers who violate professional standards. This is significant and ensures additional oversight on police behavior, beyond the officer's employer or direct supervisor.

While I firmly believe that the vast majority of our police personnel are fair and hardworking, this additional oversight is an important tool to address misconduct and bias when it does occur within policing. Beyond any legislative action, the most important reform tool we have is building strong and trusting relationships between police and community. We do this by making sure we recruit and retain a diverse mix of officers who are representative of our community profile, expanding training curriculum especially in areas like implicit bias, and enhancing transparency and accountability measures like body worn cameras.

b. Supporting strict regulations on government use of face surveillance like those initially enacted by the House and Senate in 2020, before Governor Baker rejected them? (Y/N)

YES. Since I've been Mayor, we have not used these tactics in Salem. We must ensure the tools used in our communities don't unintentionally harm those they are intended to protect.

c. Requiring a vote by a local legislative body (city council, town meeting) before a municipality can acquire military or surveillance equipment? (Y/N)

YES.

d. Directing an independent investigation of the Massachusetts State Police Commonwealth Fusion Center, to determine whether it has engaged in investigations of protected First Amendment activity or otherwise improperly collected, accessed, or shared information about people not suspected of engaging in criminal activity? (Y/N)

YES.

e. Reforming the law regarding the Civil Service Commission so it no longer has power over the hiring or firing of police officers in Massachusetts? (Y/N)

YES. Civil service once provided a tool for hiring, but that is no longer the case as evidenced by the rising number of communities choosing to abandon the system in favor of modern, more equitable, and accessible hiring practices that make it easier to recruit and attract a diverse array of applicants. It should be easier for communities to remove public safety from civil service hiring requirements. One of the consequences cities continue to experience is the difficulty in being

able to successfully recruit and hire well-trained staff that are reflective of the community they serve. For example, we have found that folks whose first language isn't English continue to face additional barriers to entry. The Civil Service hiring system presents more barriers to effective policing and civilian oversight.

3. **Alternative Crisis Response. Do you support creating a grant program through the Executive Office of Health and Human Services to increase funding for non-law-enforcement, unarmed community-based response personnel to respond to emergency calls? (Y/N)**

YES. In concert with local police. In Salem we have used local dollars and grants to retain mental health clinicians and social workers to take on more of this work and support our local police. The nature of serving and protecting the public realistically needs to include more of a "social work" approach to solving problems in a systematic manner. As we continue to increasingly respond to cases of trauma and mental health, these programs are important to meet the needs of our vulnerable populations.

4. **Sentencing Reform. The 2018 criminal justice reform bill was an important first step in reducing mass incarceration. However, in our "liberal" state, incarceration rates remain much higher than they are in other countries, and sentencing laws can be even more punitive than those in states viewed as conservative. Do you support the following reforms?**

- a. **Eliminating mandatory minimums for all drug offenses? (Y/N)**

YES. Repealing mandatory minimums would provide greater flexibility and allow courts to take all the facts into consideration when imposing a sentence.

- b. **Raising the age of criminal majority from 18 to 21, in line with research that shows that young offenders served by a juvenile system are much less likely to reoffend and more likely to successfully transition to adulthood? (Y/N)**

[Candidate chose neither YES nor NO.]

I would support greater flexibility in allowing courts and prosecutors to have this option.

- c. **Decriminalizing consensual sexual activity between adolescents, by creating an exception to the statutory rape law for youth close in age? (Y/N)**

YES.

- d. **Eliminating the sentence of life without parole, which is costly and has been shown to be racist in its application? (Y/N)**

[Candidate chose neither YES nor NO.]

I am open to consideration.

5. **Solitary Confinement.** In Massachusetts, prisoners can be sentenced to 10 years of solitary confinement—per infraction. The UN defines holding someone in solitary confinement for more than 15 days as torture. Do you support banning the use of long-term solitary confinement? (Y/N)

YES.

6. **Prison Visitation.** Maintaining connections with friends and family outside prisons is one of the most important factors in ensuring successful reentry. In March 2018, the DOC severely limited the ability of prisoners to receive visits and the rights of family and friends to visit their loved ones in prison. ([Read more on this here.](#)) Would you end these restrictions? (Y/N)

YES.

7. **Prison Profiteering—Part I.** While Massachusetts does not have private prisons, the DOC invites private companies to profit off of the families of prisoners by price gouging inmates who have no alternatives but to buy from the sole providers of goods in prisons. Would you end the price gouging of inmates by the DOC for necessary items and requiring DOC to adequately supply inmates with the basic requirements necessary for life and maintain good health and hygiene? (Y/N)

YES.

8. **Prison Profiteering—Part II.** The cost of phone calls can be as high as \$4-\$5 (or more) for 15 minutes of phone time for incarcerated individuals in some parts of Massachusetts. Do you support making phone calls free for incarcerated individuals? (Y/N)

YES. And we need to make sure to fund the services in jails that those funds are often used for.

9. **Prison Moratorium.** Would you impose a moratorium on the construction of new prisons and jails in the Commonwealth? (Y/N)

YES. I would much rather have us invest in anti-recidivism programs, workforce training, public school education, universal Pre-K, early college, and other efforts to strengthen the social fabric of our communities.

10. **DOC Reform.** Numerous reports (such as the recent *Falcon* and DOJ reports) have highlighted a culture of unchecked institutional violence in the Massachusetts Department of Corrections. How would you change the culture and policies of the DOC?

I support requiring correctional officers to wear body cameras, implementing strong oversight boards, and other measures that will increase accountability at DOC. Regarding oversight boards specifically, there should be community members included to appropriately reflect the lived experiences and needs of the incarcerated.

11. **Governor's Council. The Lt. Governor serves as an ex officio member of the Governor's Council, which oversees judicial appointments, Parole Board appointments, pardons, and commutations.**

- a. **What would be your priorities when evaluating and/or advocating for candidates for judicial and Parole Board vacancies?**

I would prioritize work experience (being intentional on including advocacy experts, such as civil rights attorneys, public defenders, environmental lawyers, social workers, and folks in public interest fields that are oftentimes overlooked in these processes), diversity (based on race and ethnicity, gender identity and sexual orientation, and geography), integrity, and personal lived experiences (prioritizing candidates from Gateway Cities or communities of color, for example).

As Lt. Governor, I will work with the judicial nomination committee to ensure those vetted reflect the values, diversity, and experiences of our communities. I would also work to set standards and transparent accountability metrics for judicial nominations, to ensure we are being inclusive, fair, impartial, and open with respect to recruiting and vetting judicial candidates and Parole Board vacancies.

- b. **Would you support pardoning all individuals convicted of non-violent cannabis offenses, whether formerly or currently incarcerated, as Senators Warren and Markey have called on President Biden to do? (Y/N) How else would you recommend that the Governor use clemency power?**

[Candidate chose neither YES nor NO.]

I believe this is something we should explore and that the Commonwealth needs to reflect on how the next administration can use clemency power to undue harms of mass incarceration and biases in our criminal legal system.

12. **Safe Communities Act. Do you support the Safe Communities Act, which limits local and state police collaboration with federal immigration agents, bars law enforcement and court personnel from inquiring about immigration status, and ensures due process protections? (Y/N)**

YES. Understanding the urgency to support and empower our immigrant neighbors, we have acted locally in Salem to establish our own ordinances and update existing regulations to further strengthen our commitment to our immigrant residents and families through our Sanctuary Peace Ordinance. The policy ensures that police or any municipal official does not inquire on an individual's immigration status.

13. **Work and Family Mobility Act. Do you support removing immigration status as a barrier to applying for a license or learner's permit? (Y/N)**

YES. I have long been a staunch supporter of this effort from the onset. I have joined leaders across the state as an official endorser.

14. **Data Equity. Do you support allowing state agencies to collect, organize, and**

assemble public data on major ethnic subgroups for all racial groups to create more visibility for the diverse experiences within communities and enable policymakers and community organizations to be more responsive to community needs? (Y/N)

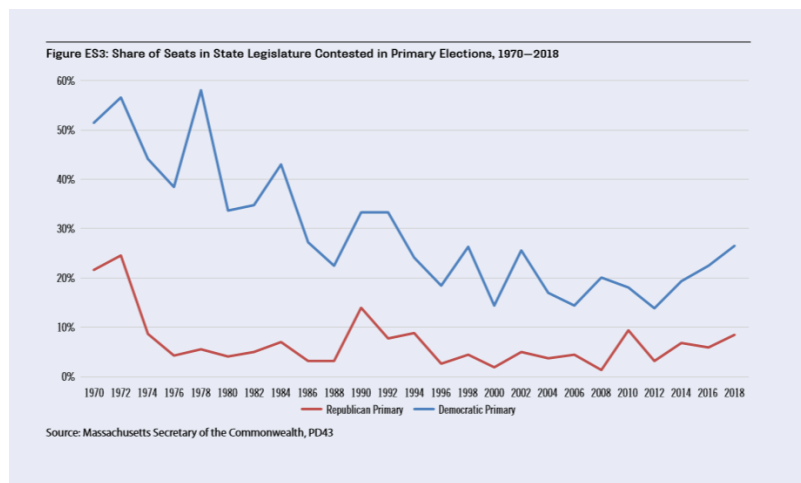
YES. Such a system should be standardized across agencies so there is a consistent approach to data. One lesson we've learned from the pandemic is that not all agencies collect and report data in a consistent manner, leading to confusion and challenges on the local level when responding to community problems.

G. Good Government and Strong Democracy

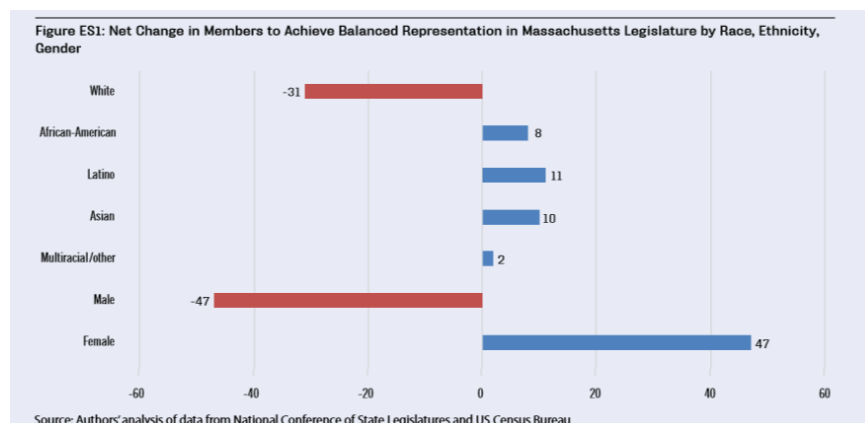
A strong democracy depends on a transparent and representative government and an engaged public. Too often, however, we see centralized, unaccountable power and barriers to participation. An undemocratic, centralized power structure on Beacon Hill makes it easier for lobbyists to target the top and undermine the system. Despite recent reforms, a weak public records system stymies government accountability: MA is one of only two states where all three branches of state government claim to be exempt. A strong democracy requires an engaged electorate, but voter turnout in midterm elections, and especially local elections, remains low. Although election modernization legislation in 2014 and 2018 helped bring much-needed reforms, we still lag behind states in New England and around the country in making voting accessible (Maine, for instance, has allowed for Election Day Registration since the 1970s).

A centralized power system, a skewed campaign finance system, and restrictive voting laws together help create a situation in which our elections are the [least competitive in the country](#).

Our elections have grown less competitive over the past four decades.



Our legislature is not reflective of the population as a whole.



1. Please explain your principles and proposals relative to this issue, and what work you personally have done to advance them (legislation, community work, published writings, etc.).

I believe transparency and accountability are important for a functioning democracy. Every city and town must comply with the state's open meeting laws and [I believe this should be in place for all branches of government](#). To uphold transparency and accountability in Salem, here is some of what we have done:

- We have a local ordinance that goes further than what is required under state law, ensuring transparency and greater access to government, by requiring agendas, meetings notes, and other relevant public records information to be uploaded and shared publicly online, faster than what is required.

- Salem has also opened up board and commission appointments and made them available online for anyone interested to apply by submitting an application and partake in the City's governing process.

- Accessibility is also an important method to empower communities. In Salem, we have an active ADA plan to ensure people with disabilities can use city resources – in person or online. For important public dialogues and meetings organized by the city, especially those most pertinent to families, we offer childcare for families.

- We also ensure meeting materials are translated in Spanish and offer interpretations service at select city meetings that pertain to important issues to our Latinx and immigrants community, especially on matters involving education, housing, voting rights, etc.

- I have [long been a staunch advocate](#) of expanding access to the ballot box. I have supported and advocated for enhanced early voting options, same-day voter registration, and automatic voter registration.

- I have been an ally and partner for our Latinx community in Salem on issues involving voter empowerment. In response to voter intimidation concerns directed towards our non-English speakers, I swiftly brought together stakeholders to uphold voting rights. Collectively, we agreed upon and signed a [memorandum](#) urging the city clerk to work with city staff, Latinx non-profit leaders, and community members to disseminate voting rights materials, recruit bilingual poll workers, and help eligible residents register to vote. It marked an important period in our community to ensure all of our neighbors felt empowered to have their voice heard, especially through the ballot box.

Moving forward, I believe the state and cities and towns should maintain virtual options available for the public to attend meetings and participate. In Salem, we saw a 700% increase in public attendance at our public hearings after going virtual last spring, with public attendance at times exceeding the number we could legally fit inside the City Council chambers pre-pandemic.

2. Public Records Law. Massachusetts is the only state where the Governor's Office, the Legislature, and the Judiciary claim full exemptions from the public records laws. Would you support eliminating these exemptions? (Y/N)

YES.

3. **Diversity in Public Boards and Commissions. What steps would you take to increase the diversity on public boards and commissions?**

This is a challenge we have faced in Salem on the local level, as do many cities and towns, and it would be a priority for me at the state level as Lt. Governor. In Salem, we have approached this with intentionality and by providing board vacancy notices in multiple languages and leveraging networks and community partners who have existing relationships in our diverse populations to recruit and attract more Black, brown, LGBTQ, youth, and renter applicants to our boards. These efforts have helped bring more diverse candidates forward, but there is more that can be done. I would bring that same commitment to the state level, especially as Lt. Governor, who holds an important role in nomination processes.

Moreover, the state, as well as cities and towns should track progress, as it's important to maintain records of the make-up of boards and commissions and identify areas where we are coming up short. This information should also be made available to the public. It will create a framework for us all to be held accountable and transparent; and equally important, informed, on where we can do better.

4. **Removing Barriers to Running. The cost of child care can prove prohibitive to parents seeking to run for office. Would you support legislation to explicitly allow parents running for office to use campaign funds to pay for child care? (Y/N)**

YES. As the mother of three, all of whom were very young when I first ran for office, I personally know how much of a strain and challenge childcare can be on parents who would like to be more engaged in government and politics. I was fortunate to have the support of my family, which made it possible, but not every parent or caregiver has that benefit. We allow campaign funds to be used for a number of activities to support a candidate's campaign, childcare must be among them.

5. **Voting Access. Massachusetts lags behind other states in making voting accessible for all. Do you support the following policies to increase voter participation?**

a. **Election Day Registration, i.e., eliminating the 20-day voter registration cutoff? (Y/N)**

YES.

b. **The expansion of early voting to municipal elections and primaries? (Y/N)**

YES. We saw firsthand how important and successful this was in Salem. I would add that this expansion must be combined with increased financial support to cities and towns to implement this important step forward.

c. **The expansion of opportunities to vote-by-mail (namely, mailing every**

eligible voter a ballot)? (Y/N)

YES.

6. **Jail-Based Voting.** Individuals incarcerated with non-felony convictions maintain the right to vote, but that right often does not exist in practice. As Lt. Governor, would you advocate for requiring DOC and HOC officials to provide all eligible voters with mail ballot applications, materials on candidates, and access to private voting; appoint a staff person to ensure timely transmission and return of all voting materials, ballot applications and ballots, and make public reports on voting in prisons/jails, including numbers of eligible incarcerated people and rates of participation? (Y/N)

YES.

7. **Voting Rights Restoration.** Would you support restoring the franchise to incarcerated individuals serving time for felony convictions (Their right to vote was taken away by ballot twenty years ago)? (Y/N)

[Candidate chose neither YES nor NO.]

I am open to consideration.

8. **Reining in Big Tech.** Tech companies have outsized power, threatening both individual rights and our democratic process. What would you do to rein in the power of big tech and to empower ordinary users of modern technologies to assert control over their privacy and personal information?

People should have authority and autonomy over their own data. Massachusetts should work with cities and towns to ensure residents are receiving education on issues pertaining to online privacy and the dangers found online: cyber threats, cyber crime, and cyber fraud to name a few.

We must be intentional to ensure our schools, libraries, and city and town halls are protected. The state should explore public-private partnerships to bring together experts to ensure there are sufficient safeguards to protect data and information from malicious ransomware that has become prevalent today.

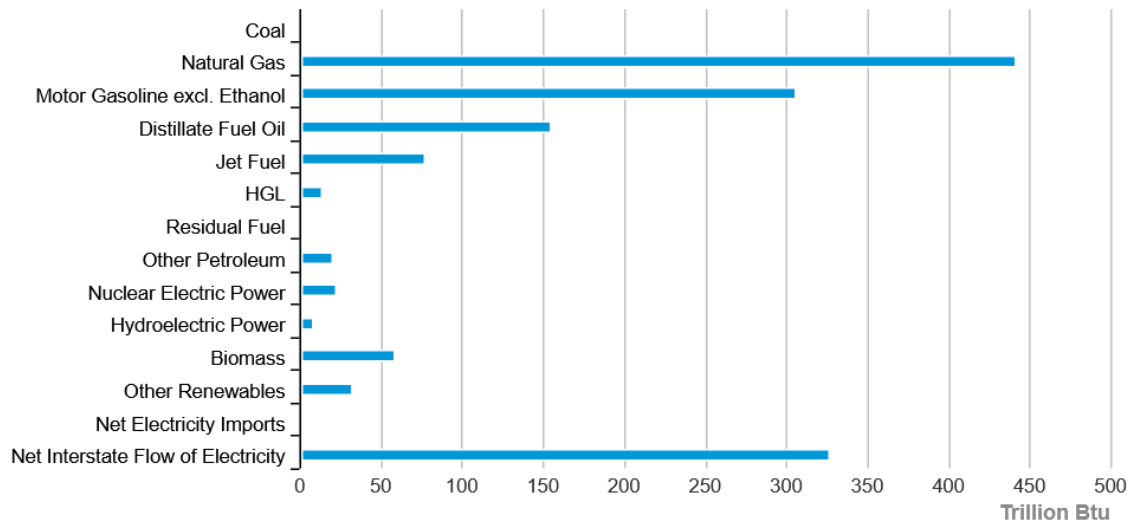
H. Sustainable Infrastructure and Environmental Protection

As a coastal state, Massachusetts will be hit particularly hard by climate change, but we are not responding with the necessary urgency. In order to avoid catastrophic climate change, global carbon emissions need to be [halved by 2030](#) and brought to net zero by 2050, and affluent countries and states must go further. In 2016, the Massachusetts Supreme Judicial Court ruled that the state has failed to meet its legal obligation to set and enforce annual limits on greenhouse gas emissions as outlined in the 2008 Global Warming Solutions Act. Setting and reaching these goals will require the decarbonization of our state economy and a transition away from fossil fuels toward clean, renewable sources of energy. In light of congressional gridlock at the federal level, state government must take a role in incentivizing reduced carbon usage and assisting in coordination between agencies and moving forward local government understanding of looming climate threats.

Public transit must play a role in decarbonizing our transportation system, as well as advancing complementary goals of equity and inclusion. However, Massachusetts politicians have lost their understanding of public transit as a public good that benefits all residents and businesses in Massachusetts, not just those who use it in their daily lives. The greatest evidence of this is their neglect of the MBTA: its debt has grown to nearly [\\$5 billion](#), and it would need [more than \\$10 billion](#) to bring infrastructure and equipment up to a state of good repair. Regional Transit Authorities that serve communities, including Gateway Cities across the state, face enormous capital needs as well.

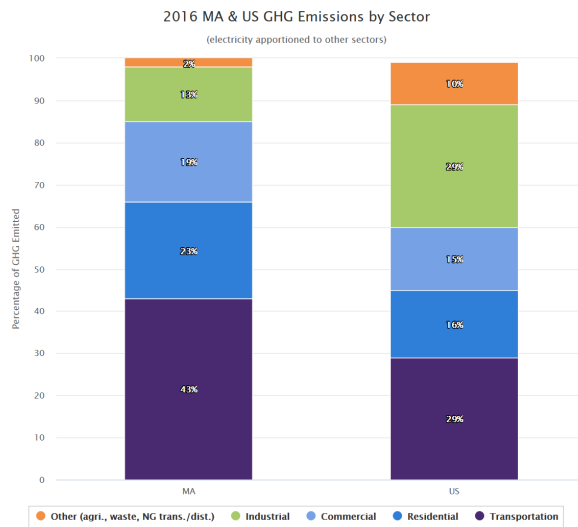
Despite recent progress, Massachusetts is still overwhelmingly dependent on fossil fuels.

Massachusetts Energy Consumption Estimates, 2019



Source: Energy Information Administration, State Energy Data System

Transportation is currently the largest contributor to greenhouse gas emissions in MA.



(Source: <http://www.mass.gov>)

1. Please explain your principles and proposals relative to this issue, and what work you personally have done to advance them (legislation, community work, published writings, etc.).

I am a member of the national [Climate Mayors](#) and believe climate change is a crisis that we must act faster and more profoundly to address. Salem has prioritized measures to reduce our community's contributions to climate change, while simultaneously preparing for ways to mitigate the impact of rising sea levels, more significant storms, and the other consequences of global warming. After completing both a climate change mitigation plan and a natural hazards plan, Salem embarked on a regional partnership with Beverly, called [Resilient Together](#), which takes the next step in identifying climate solutions, both short- and long-term. This Climate Action Plan will guide our efforts as we move forward.

Additionally, as Mayor, I have led on climate action and environmental justice in the following ways:

- I have launched a municipal electric aggregation program that both saves Salem homeowners money on their electric bills and ensures the local energy supply is entirely renewable, exceeding even the state's standards. [Salem PowerChoice](#) is a City-led electricity program designed to make 100% renewable energy available to residents and businesses. The program gives electricity customers a City-vetted alternative to National Grid's services and to other electricity supply offers in the marketplace, access to cleaner electricity, and long-term, stable pricing.

- City Resilience Updates: Projects such as the LED street light conversions, rooftop solar installations on schools, and other energy efficiency upgrades have helped reduce the City's own carbon footprint, as have the continuing conversions of the municipal fleet to hybrid and electrical vehicles.

- Salem was [one of the first cities in the Commonwealth](#) to apply for and receive “Green Community” designation. Early adoption of this work led to the hiring of our first Sustainability Manager, Solar Coach, and scores of energy efficient projects within the municipal setting.

- [Salem’s Offshore Marshaling Port](#): Late last year, Salem was part of a proposal to bring more offshore wind opportunities to Massachusetts that was selected by the Commonwealth in the latest competitive offshore wind development solicitation process. This effort culminated a decade-plus of work to shift a 42 acre waterfront site in our community from a coal and oil fired power plant to a cleaner, more renewable energy source. The newly created public-private partnership between the City of Salem, Vineyard Wind, and Crowley Maritime Corporation will establish Salem Harbor as the state’s second major offshore wind port on the site of the former coal fired power plant. This is a critical opportunity for Salem to join offshore wind production in the Commonwealth and is good for our city, our state and our planet. Our deep-water port provides an ideal site for offshore wind marshaling and construction and will bring substantial jobs, investment, and tax revenues to Salem and the Commonwealth. This site is key to a larger regional effort to establish reliable, renewable energy resources to combat climate change. Overall, this project represents an exciting and generational opportunity in getting us on the road to renewable clean energy.

- [Salem Mobility Hub](#): We have made conscious efforts to move Salem toward a ‘car lite’ community by supporting and funding alternative mobility options for residents, primarily aimed at reducing single occupancy vehicle trips. At present, Salem currently supports a bike share program with BlueBikes, a car share program with Get Around, and an on-demand, low cost ride share program with [Salem Skipper](#). All of these efforts support our mobility friendly, car lite goals. Salem Skipper has provided over 34,000 rides to date and recently expanded as part of a partnership with Salem State University. A large percentage of trips have originated from our most economically disadvantaged neighborhoods and the most popular trip destinations are to grocery stores, medical appointments and the commuter rail station. Most riders have indicated they do not own a car and the service is available to students as young as middle school. It’s been very successful and serves a diverse mix of our population from young adults to seniors, across the income bracket. With respect to our bike share program, we’ll be adding additional hubs this year and have invested in improved cycling infrastructure aimed at improving safety and accessibility. We are supportive of statewide legislation and have also submitted our own home rule petition to allow for e-bikes as part of our bike share program. We know from other communities that e-bikes boost bike share rides and will offer a preferred mobility option for many residents and visitors.

- As Mayor, I have utilized my platform to [create space](#) for dialogue and discussions between city, town, and state leaders to learn from one another on how to prioritize climate action and environmental justice through inclusive, innovative approaches.

As Lt. Governor, I will bring my experience on the work I have led in Salem and the region. I will also continue to be a strong advocate for coupling new housing with mobility options and land use options that support walkability within the context of neighborhood needs. I believe that Massachusetts can benefit from an

accessible local and regional transportation system that provides alternative modes of transportation and choices for everyday responsibilities that encourages travelers to safely use the streets. I recognize the crucial role that a sustainable transportation system can play in opening up important opportunities within communities.

2. **Next Generation Roadmap. At the start of this legislative session, the Legislature passed a bill that requires emissions reductions of 50% from 1990 levels by 2030, 75% by 2040, and at least 85% by 2050. How do you plan to achieve—or exceed—these targets?**

Achieving these ambitious carbon reduction targets – which are necessary to avoid the worst impacts of climate change – will require a significant ramp-up of zero-carbon, intermittent, and renewable energy technologies. In addition, we'll need to place some priority on cutting emissions, not just offsetting them. Some key actions we can take to help meet our emission reduction targets include:

- Adopting a new stretch building code that ramps up to help us achieve net-zero emission standards on new construction projects.
- Expand and incentivize the use of EV vehicles and charging station infrastructure.
- Electrifying public transport, such as commuter rail lines and public buses.
- Enhance and support additional alternative mobility options in cities and towns that disincentive single occupancy vehicle trips.
- Enhance funding options for robust energy efficiency incentives for existing property owners to help offset the cost of maximizing energy efficiencies, as well as exploring and implementing renewable energy generation.
- Adopt the Green Futures Act which would raise funds from fossil fuel generators to create a much needed local aid program to help cities and towns pay for critical infrastructure and investments to reduce greenhouse gas emissions and help create a greener future that prioritizes jobs, climate equity, and community led solutions.
- Enhance technical assistance to municipalities to support more municipal aggregation programs. In Salem, our [Green Power Community Choice Aggregation program](#) has enabled our residents to take advantage of 100% renewable power generation opportunities at lower cost than basic utility rates.

I was proud to be endorsed by the Environmental League of Massachusetts in my re-election campaign for Mayor and believe strongly that while Massachusetts has been a leader in addressing climate change, the urgency of this crisis requires that we do more to support greater energy efficiencies, mitigation, and adaptation efforts and green transportation.

3. **100% Renewable Energy. Scientists have argued that, with existing technologies, the US could supply 100% of energy needs with renewable sources. What would you set as a target year for achieving 100% renewable-sourced electricity in Massachusetts, and how would you achieve this goal?**

I have long been a champion of climate action, and as Lt. Governor, I would work with the Governor, Legislature, cities, towns, stakeholders, and experts to set a target year of achieving 100% renewable-sourced electricity in Massachusetts that is aligned with the [100% Clean Act](#), a bill championed by Massachusetts Rep. Marjorie Decker and Rep. Sean Garballey. To be clear, the state climate bill adopted last Spring includes key steps toward a more renewable future, in particular a requirement that at least 40 percent of the state's electricity come from clean, renewable sources by 2030.

While the climate bill will move Massachusetts toward a cleaner, more efficient future powered by renewables, deeper actions will be necessary to address our over-reliance on fossil fuels. Three areas that hold the most promise include: boosting requirements for more renewable electricity, increasing our commitment to offshore wind, and the adoption of new energy efficiency standards.

Given how resourceful the seas off the coast of Massachusetts are, we have a tremendous opportunity to harness wind as an energy resource that could play a significant role in moving the state toward a 100% renewable energy future. In Salem, we are very excited about the opportunity to play a key role in the offshore wind industry with the construction of a state of the art offshore wind marshaling and construction port that will be able to service all of Massachusetts and the Northeast region. Ports in Salem, New Bedford, Somerset, Fall River and beyond all play an integral role in the growth of the offshore wind industry. This is an immense opportunity and requires a strong, state-led public-private partnership to maximize jobs, energy, and supply chain opportunities for the Commonwealth. Please see the responses to the prior question with respect to other actions the state can take to move us toward a more renewable future.

4. **Rooftop Solar. Would you support requiring that all new construction be built to accommodate solar energy installations? (Y/N)**

YES. However, it is important to be mindful of necessary exemptions in instances where it is not practicable to have solar energy installations, but instead options such as geothermal heating systems as an adequate alternative. In all, every new construction should be required to have a net-zero plan, requiring projects to present plans on how they will reach net-zero emissions.

5. **Fossil Fuel Infrastructure. Do you oppose the expansion of fossil fuel infrastructure in the state? (Y/N) If so, what steps would you take to do so?**

YES. Salem is the perfect example of the transition that is necessary for the rest of the Commonwealth to follow. When I became Mayor, Salem had a running coal power plant, providing significant tax revenues for the city and employing a large portion of members in the community. We then approached this corporation, understanding its environmental consequences to our community, to transition to a quick starting natural gas plant with an operational permit that ends in 2050. The goal of this successful effort was to create a framework for Salem to transition towards a more renewable future, in conjunction with a vision that will now turn the plant into the home of the state's first offshore marshaling port.

6. **Just Transition. Do you support the creation of a Just Transition Office to assist workers that are displaced in the transition from fossil fuels to clean energy? (Y/N)**

YES. When the coal and oil power plant in Salem was demolished, we worked closely with the new owner to require that in our Community Benefits Agreement displaced workers would be supported and transitioned to new careers or positions. Our community benefit agreements supported people to transition into new careers and provided supportive services through that process. Similarly, this office should be prepared to support workers to transition to green jobs that produce upward mobility.

7. **Electrifying Public Transit. In Massachusetts, 43 percent of GHG emissions in 2016 came from transportation infrastructure and vehicles. Tackling this will require a shift away from cars and toward public transit, as well as electrification of both. What would be your target dates for the full electrification of...?**
- a. **the MBTA bus fleet?**
 - b. **the MBTA rail system?**
 - c. **the Regional Transit Authority bus fleets?**

We need to get to electrification for all as soon as possible. In order for this transition to occur, the state must identify funding sources to support cities and towns to transition and electrify their respective transit systems. Here, in particular, we should explore investing ARPA funds, federal infrastructure funds, and engage with our federal delegation to secure funding to support this necessary effort.

8. **Free Public Transit. Do you support making public transit in the Commonwealth fare-free? (Y/N) If so, how would you do so?**

[Candidate chose neither YES nor NO.]

I support making transit more affordable, particularly for our lowest income riders. I believe it is imperative to have an equitable, graduated fare system. This graduated fare system will also prove to be particularly important for the commuter rail, which in addition to supporting riders most in need, will also serve as an incentive for people to utilize public transportation more and decrease the number of cars on the road.

9. **Regional Transportation Funding. The unavailability of state funds for infrastructure spending has meant the deterioration of regional transportation systems. Do you support allowing municipalities to place a question on the ballot to raise revenue for local and regional transportation projects? (Y/N)**

YES. And I have often advocated publicly for this in the past.

10. **Reducing Congestion & Emissions. Boston was recently ranked the fourth most congested city in the US. What is your plan to reduce the number of vehicle miles traveled in the Commonwealth?**

Salem was a leader in complete and shared streets, with one of the [earliest complete streets policies](#) in the Commonwealth. The state can do more to incentivize cities and towns to enact, and then implement, these policies at the local level by funding transportation alternative projects like bike shares, multi-use paths and trails, and safer pedestrian ways. Expanding public transit is the second tool at our disposal with more east to west and north to south rail links, subsidized public rideshare shuttles like what we've successfully piloted in Salem with the [Skipper](#), and a better supported bus and rail system.

Land use is also an important component to consider when talking about congestion and emissions. Massachusetts should incentivize cities and towns to create more 15-minute neighborhood options to ensure people rely less on their cars and instead are centrally located within a community and neighborhood to meet their necessities. The state can play an important role in creating a framework for cities and towns to explore this path.

III. ADDITIONAL COMMENTS

Limit answer to 150 words or fewer.

Use this space to add any other issues important to your vision for Massachusetts or any other matter you think progressive voters should know about your candidacy.

Since announcing my candidacy for Lt. Governor, the message I've heard across the state is clear: At this moment of change, so much is at stake. We need leaders who understand and can empower communities. Massachusetts is ready for visionary leadership, bringing with her a willingness to tackle the tough issues facing our Commonwealth and get stuff done for working families.

As a Mayor, I've put those values into action for our city, our region, and our Commonwealth. I have a record of delivering from the 'Get Stuff Done' wing of government and I'm prepared to bring that effective, equitable, transparent, and progressive leadership to Beacon Hill.

As Lieutenant Governor, I'm confident I can bring the experience, skills, and values to deliver an equitable COVID response and recovery, address the climate crisis, bolster affordable housing, enhance public education, revitalize local downtowns, center racial equity, and foster inclusivity.

As our campaign continues to grow, I would be honored to earn your support. I look forward to the opportunity to continue discussing my candidacy, my vision for our Commonwealth, and our partnership as your next Lt. Governor.

Thank you for your time and consideration.