



Introduction

As Mayor of Boston, I will ensure that Boston is intentional in rooting out inequity and dismantling racism in our city—from education and housing, to climate and health care, and even how and when potholes are filled and sidewalks are fixed.

As I stated when I first announced my candidacy, I believe in a Boston that sees the inequities and everyday injustices and tackles them head on. I will not shy away from the tough conversations and hard work that need to happen in order to build a better city for all who call Boston home.

This process and plan underscores my commitment to be intentional in my words and actions to name and eradicate racism and discrimination in city business, policies, and initiatives, and be deliberate in ensuring that Black and brown, immigrant and refugee, women, working class, LGBTQIA+ and marginalized communities, as well as the voices of those aging and with disabilities, are heard and elevated.

Make no mistake, I fully recognize that I will—and need to—be constantly learning in this space. Creating a more equitable, inclusive and just Boston will be a charge in which I will intentionally and deliberately work towards every day.

That being said, to better understand the everyday, systemic barriers that are placed in front of our disenfranchised communities, I will choose to listen and learn from those who have the lived experiences to inform this fight. I will continue to build a diverse group of advisors to help educate and guide decisions.

This plan is nowhere near finished. It will be a constant work in progress—as will I and my Administration—in building a better Boston for all. For all of those who have been living this fight and doing this work, thank you. I hope to amplify and build upon your work and your voices. For everyone else, I hope you join me. This will take all of us.

If you would like to contribute to this plan, provide feedback, or have a conversation on how I can do better, please do not hesitate to reach out to me at equity@annissaforboston.com.

Acknowledging Boston's History

In order to address the reality of inequity in Boston, we must understand the role racism has played throughout our city's history. Once we acknowledge how deeply entrenched racism is in the very design of this city, we can begin to make real, thoughtful, intentional progress towards making Boston a better place for all of our residents. There is no excuse for a growing, thriving city like Boston to have such profound racial inequality. We must do better.

The creation of the Federal Housing Administration (FHA) in 1934 revolutionized home buying by offering lending institutions US Treasury backing for mortgages. To minimize risk, however, the FHA created what we called residential security maps -- color coded maps that rated the security and stability of a neighborhood, based largely on racial and ethnic composition. These maps were the driver behind what we now know as redlining, or the creation of invisible lines segregating white and Black in urban America. Black residents across the country were confined to red and yellow areas, meaning that they were systematically denied loans. This was as true in Boston as anywhere else, especially in areas like Dorchester and Mattapan.

While racial discrimination in housing was banned by the 1968 Fair Housing Act, Boston was able to maintain housing segregation through its authority over zoning decisions. City officials were able to use home rule to zone formerly redlined areas for large housing projects, reserved almost exclusively for Black residents. Today, the homeownership rate for Black Bostonians is 30% that of white residents, and Black-owned homes have an average value that is 17% lower than white-owned homes. For Boston's Latinx residents, the homeownership rate is 16% lower than whites. Latinx residents are also the largest racial-ethnic group residing in Boston Housing Authority units -- another indicator of their lack of access to the housing and rental markets. As Boston has continued to grow and change in recent decades, the geography of race and class has stayed largely the same.

For those Black Bostonians who were able to buy a home during the mid-twentieth century, they were still relegated to the least "desirable" areas of the city. These neighborhoods lacked strong business communities, quality infrastructure, and access to public goods like parks and community centers. As residential segregation patterns reproduced in new Black and Latinx communities over the past few decades, continued public and private disinvestment led to further deterioration. Because these predominantly nonwhite, low-income neighborhoods have been categorically excluded from city and state investments, they suffer the most from environmental and health injustices today. In Boston, formerly redlined areas are far more likely to be considered at high risk for flooding, they tend to be hotter during the summer, and they have higher levels of air pollution. COVID-19 infection rates directly reflect these inequities, with Black and Latinx residents being far more likely to contract and die from the disease. In 2021, we are seeing the consequences of decades of housing discrimination, disinvestment, and de facto segregation in twenty-first century health outcomes.

The continuation of residential segregation resulted in deeply unequal schools across Boston, with predominantly Black schools receiving about two thirds of the funding granted to schools in white neighborhoods in the 1960s. When the state legislature outlawed segregation in schools in 1965, defining a segregated school as one where more than 50% of students were Black, 44 of Massachusetts's 55 officially segregated schools were in Boston. After the City refused to desegregate for almost a decade, a lawsuit was filed and Boston was ordered to begin busing white students to Black schools, and vice versa. Some of the most violent and infamous protests over desegregation broke out in the most affected areas: for whites, South Boston, Charlestown, and Hyde Park; for Blacks, Roxbury, Mattapan, and the South End. There was a mass exodus of white students from Boston Public Schools (BPS), and tensions would occasionally flare until control over desegregation was handed back to BPS administrators in 1988.

The end of the busing crisis is a convenient ending point of the civil rights movement in Boston, but persistent opportunity and achievement gaps tell a different story. As Boston's Latinx population continues to grow, trends of inequity are being reproduced in students from these groups. A [2020 report from the Boston Foundation](#) found that about two-thirds of BPS students attend "highly segregated" schools, where over 90% of the students are nonwhite. Boston schools are more segregated today than they were in 1965. Settlement patterns driven by residential segregation shape school demographics, and schools in whiter, wealthier neighborhoods are more likely to benefit from better buildings, stronger curricula, and more resources. We see this in BPS's MCAS scores, graduation rates, and in the state of our buildings. Though no longer segregated by law, Boston's Black and Latinx students are facing the same educational inequities that their parents and grandparents did.

Boston's long legacy of racial discrimination in housing and education shapes the realities of Black Bostonians today. Discriminatory lending and zoning practices have effectively shut Black residents out of the housing market, and Boston's astronomical racial wealth gap shows that. [A 2015 assessment](#) of Boston's racial wealth gap found that the average net worth of a Black family is just \$8, compared to almost \$250,000 for a white family. This lack of capital and credit means that Boston's residents of color are more likely to have medical and educational debt, they are more likely to have high mortgage payments, and they are less likely to be granted a mortgage or loan in the first place. Historically, this has made it far easier for white residents to start and maintain a business in Boston. For Bostonians whose first language is not English, this challenge is particularly acute. Language barriers in City agencies make navigating the process of starting a business uniquely challenging for these residents. The Boston business community is a sort of old boys club, where white entrepreneurs have greater access to the capital and the connections necessary to launch a business. For Boston's residents of color, who have fewer liquid assets, more debt and few connections within local government, securing the financing and navigating City bureaucracy can prove an insurmountable challenge.

For those entrepreneurs of color who are able to successfully open and run a business, Boston's history of inequity continues to make it hard for Black- and Latinx-owned businesses to

grow and thrive. Boston's limited number of liquor licenses means that a license can sell for close to half a million dollars. For new minority-owned restaurants, it is hard to come by an available license and even harder to secure the capital necessary to purchase one. This puts these businesses at a severe disadvantage compared to older family-owned businesses that have held their licenses for centuries, and for new restaurants opened by groups with access to large amounts of startup funding. Minority-owned businesses face similar challenges when competing for City contracts. Boston awarded almost \$2.2 billion in contracts between 2014 and 2019, yet only 0.4% of those contracts went to Black-owned businesses, and only 0.8% went to Latinx-owned businesses. Without access to these lucrative public projects, it is hard for these businesses to grow and establish name recognition. We saw a similar trend in data on the federal Paycheck Protection Program (PPP) shows that minority-owned businesses in Massachusetts were less likely to receive PPP loans, and that the loans awarded to those businesses tended to be of a lower amount. This is largely because communities of color have historically lacked access to lending institutions in their neighborhoods, and both Black and Latinx Bostonians are far less likely than whites to have either a checking or savings account. Because traditionally underserved communities are far less likely to have long standing relationships with banks, it is far more challenging for them to be able to benefit from the PPP and other similarly competitive programs.

The reality of Boston's history is not convenient, and it is not easy to swallow. It implicates all of us, whether we want to admit it or not. But acknowledging how deeply entrenched racism is in our city is a prerequisite for achieving real change and real progress.

Guiding Principles

The formulation of this plan was guided by the four principles below.

1. Prioritize access to and representation in city government, institutions, and bodies.
2. Ensure every Boston resident is able to lend their voice, knowledge and experiences to influence and inform policy decisions, specifically representatives from communities of color, the disability community, immigrant communities, women, the LGBTQIA+ community, and working class residents across Boston.
3. To ensure that Boston is intentional in rooting out inequity and dismantling racism in our city and systems—from education and housing, to transportation, climate and health care, and even how and when potholes are filled and sidewalks are fixed.
4. Form partnerships on the ground in all of our neighborhoods with community and faith-based leaders, organizations, businesses, academic institutions, diverse communities, and residents to exchange ideas, receive feedback, inform City Hall's agenda, and collaborate to find solutions to the City's most pressing problems through a lens of equity and justice.

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Gentrification and the Housing Crisis

As Mayor, I will make it possible for everyone to call Boston home. I will create better pathways to homeownership, relieve pressure in the market leading to higher rents, and build more affordable housing. Along with focusing on closing the wealth gap for Boston's Black, Latinx and AAPI residents, I will prioritize establishing more connected neighborhoods by building affordable housing close to job centers, public transit, and green space.

Homeownership is still a critical component of building generational wealth, but due to a legacy of discriminatory lending practices and red lining, too many Black and Latinx Bostonians don't own their homes. In Boston, only 30% of homeowners are Latinx, and only 35.3% of homeowners are Black compared to 68.8% for white households. More than a quarter of Black and Latinx households in Greater Boston spent 50% or more of their income on rental payments, compared to 20% for white households. Homeownership is a critical tool for increasing community stability and combatting displacement. It is important that we are doing all we can to keep our families in Boston.

The COVID-19 pandemic has magnified the fragility of our housing market. As eviction moratoriums, mortgage forbearance programs, and stimulus funds end, we need to protect and to support at-risk populations and the housing stock they live in. To ensure a more equitable and stable future for all Bostonians, I will take proactive measures to ensure housing stability through investments in foreclosure prevention programs to protect vulnerable households during this uncertain time.

Seniors of color are particularly vulnerable, according to data from the Gastón Institute, 53% of Latinx homeowners who are 60 and above pay at least 30% of their income on housing, compared to 37% Asian American, 38% Native American, and 40% Black. When looking at the cost burden for renters who are 60 and above, 51% of Latinx, 53% of Asian American, 56% of Native American and 62% of Black residents pay at least 30% of their income for housing.

We also must address barriers that many of our seniors face in accessing services. 57% of Latinx residents 60 and older do not speak proficient English or any at all, and 85.1% of Vietnamese seniors speak English "not well" or "not at all." Ensuring language access for these communities will be a top priority.

There is an urgent need for housing that is affordable for all families in every neighborhood. In the last seven years, we have successfully increased the housing supply in the City after decades of stagnant growth. As of October 2019, over 30,000 residential units had been permitted, with approximately 10,000 more units approved by Boston Planning & Development Agency (BPDA) in 2020; however, I realize this is not enough to stabilize housing costs for renters or owners in the city.

Recognizing that our city is growing, and that more and more people are discovering how desirable Boston is to live and work, I will fight to remove the serious obstacles in achieving this

dream not only for our future residents, but for our current residents, too. Addressing gentrification is critical. The demographics of our neighborhoods are shifting, for example, today there are 7,143 people living in Chinatown, 26% are white, 4% are Black, 6.7% are Latinx, and only 60% are Asian. In partnering with local community development corporations, I believe we can leverage new development to create better connected, mixed-use, mixed-income neighborhoods to build better, stronger, more resilient neighborhoods across our entire city.

Throughout my time on the City Council, and as the founder of the Boston City Council's Committee on Homelessness, Mental Health, and Recovery, I have been a fierce champion for families experiencing homelessness. I have pledged to end family homelessness in Boston and will continue to fight for our children, families, veterans, older adults, and others experiencing housing instability as Mayor. I will prioritize prevention efforts, address and repair gaps in the service delivery system, coordinate and align resources across the continuum of care, and make the housing search less burdensome for families in Boston.

Priority 1: Close the Racial Wealth Gap by Increasing Homeownership Opportunities for Communities of Color

First 100 Days:

1. Increase funding for the Boston Home Center and the ONE+ Boston Mortgage initiative which offers competitive mortgages and down payment assistance for Boston residents with a specific goal of increasing the rates of Black, Latinx and AAPI homeownership.
2. Invest in successful matched savings programs by not just doubling the City's commitment of \$325,000 to the Massachusetts Affordable Housing Alliance's STASH program, but laying the groundwork to make a \$1 million investment in the program.
3. Implement the Tenant Opportunity to Purchase Act or similar program and create partnerships with existing lenders to make rent-to-own programs more accessible.

Longer Horizon:

1. Develop homeownership opportunities that allow for wealth creation through less-restrictive deeds and incentivize home ownership in neighborhoods that have suffered significantly from redlining and disinvestment.
2. Exercise the City's power to use deed restrictions to set aside certain existing housing units to be permanently owner-occupied and affordable.
3. Create programs that more deeply subsidize renovation to facilitate home buying in traditionally high-cost neighborhoods.
4. Leverage community partnerships in schools, workforce development programs, community and religious centers to conduct outreach about home ownership technical assistance programs and opportunities.

Priority 2: Build Income-Restricted and Deeply Affordable Housing, Especially in Boston's Disenfranchised Neighborhoods

First 100 Days:

1. Join the Federal House America-- All Hands On Deck effort to address the nation's homelessness crisis.
2. Increase supply by bringing back all out-of-service Boston Housing Authority (BHA) units.
3. Increase Linkage fees and ensure these rates are more closely aligned with market conditions.
4. Increase funding to the City managed voucher program and the rental relief fund.
5. Create a task force with representation from the newly created Commission to End Family Homelessness, the BHA and Department of Neighborhood Development and the Boston Public Schools to ensure that our most vulnerable residents and families can leverage the City of Boston Voucher Program (CBVP), including using \$2.5 million budgeted for locally funded housing voucher programs for the city's most vulnerable residents.
6. Assess and amend the U.S. Department of Housing and Urban Development's (HUD) AMI standard for Boston to better reflect the income of the many residents who need more affordable housing.
7. Institute an anti-speculation tax to discourage investors from buying units and leaving them empty.

Longer Horizon:

1. Incentivize developers to build more homeownership-focused housing using density bonuses and other zoning incentives, increasing subsidies, streamlining the approval process, and increasing Inclusionary Development Policy requirement to 20 percent from 13 percent.
2. Maximize our surplus land in a way that creates housing that is truly affordable.
3. Implement an expedited zoning approval process for projects that are centered around affordability and variety, and require Planned Unit Developments to include variety in order to be granted zoning relief.
4. Create a local Community Reinvestment Act that rewards Boston lending institutions that support affordable housing.

Priority 3: Reform the Role of the Boston Planning & Development Agency to Ensure Equitable and Inclusive Growth

First 100 Days:

1. Create a planning office independent of the BPDA that will implement a forward-thinking and inclusive plan for development in our city.

2. Appoint a Chief who would have authority over the Department of Neighborhood Development (DND), Inspectional Services Department (ISD) and BPDA. This will facilitate smarter connections between these agencies so that planning, zoning, permitting, funding, and building are coordinated to promote Boston's affordable housing agenda.
3. Increase community members' ability to engage with their local development process by setting up a texting and email notification program for residents to opt-into. Create a plan to remove other barriers to participation like offering childcare, providing a remote participation option, and changing meeting times so that workers with non-traditional schedules can participate.

Longer Horizon:

1. Lead through close coordination and oversight with communities to ensure funding from development is going directly to our residents and our neighborhoods for job training programs, affordable housing, climate mitigation, and can be used at the discretion of community leadership.
2. Reconvene the Payment in Lieu of Taxes (PILOT) Task Force and update existing PILOT agreements to ensure that all of Boston's nonprofits are contributing to equitable growth in our city.

Priority 4: Ensure Accountability within the Department of Neighborhood Development

First 100 Days:

1. Audit our city's existing residential units to understand what units we have and what units we need to build to equitably house our residents to more proactively shape and plan our neighborhoods.
2. Activate 100 vacant City lots for housing that will be affordable for those who live here, provide ownership opportunities, and create local jobs as called for by Councilor Andrea Campbell.
3. Commit to ensuring that there is diversity and multilingual representation in our City departments to better help our residents understand information and processes.
4. Enhance the Office of Housing Stability outreach programs for rental assistance and eviction prevention efforts, supplement arrearage programs with additional funds needed to carry us through the end of the fiscal year, and partner with community housing organizations to assist with tenants who are falling through the cracks of the traditional eviction prevention programs.
5. Evaluate existing affordable housing developments, including BHA, to make sure their eviction prevention programs are meeting city contract expectations.
6. Re-invigorate the Housing Innovation Lab to bring the brightest and most innovative affordable housing solution ideas to scale.

Longer Horizon:

1. Update and streamline Boston's decades old zoning processes to be more transparent, equitable and better align with our city's housing needs as well as the needs of Boston's residents.

COVID-19 Recovery and Public Health

This pandemic has made it perfectly clear: our health care system, even in the world-class city of Boston, is broken. Too many of our most vulnerable residents are left out and left behind. Though only 25% of Bostonians are Black, 34% of all people who have died from COVID-19 are Black. The Latinx community had the highest rate of infection from COVID-19. A botched initial roll out and lack of community engagement have also left Black and Latinx Bostonians lagging behind in vaccination rates. Black and Latino residents are more likely to struggle with asthma, diabetes, hypertension, and obesity, yet experience the greatest barriers to access health care. Addressing these issues will be a top priority for me.

My public health plan is centered around the community health care model. Throughout my time on the Boston City Council and as the longest serving Board member of her neighborhood health center, the Dorchester House Health Center, I know the critical role Community Health Centers (CHCs) play in the health of Boston. In addition to providing primary care, CHCs provide comprehensive community services to address food insecurity, housing instability, behavioral health, immigration support, and other social determinants of health.

Because along with a lack of coverage and care for too many, there are persistent racial inequities that plague our systems and everyday lives in this city—all leading to disparate health outcomes dependent on race, ethnicity, gender, and the neighborhood in which you live. As community led institutions, CHCs are uniquely positioned to combat these, provide culturally competent care, and improve the health of all Bostonians.

As our city copes with the devastation and loss of the COVID-19 pandemic, I believe a true mental and behavioral health crisis is imminent and that we must be prepared to combat it. Having always recognized that mental health and recovery services are an integral part of keeping Boston's families healthy, I have long been a leader in the fight for greater access to mental and behavioral health services. I will prioritize access to mental and behavioral health services for all, improve school-based services, combat stigma, increase availability of treatment options across the recovery spectrum, decentralize recovery services, continue to expand on the regional response to the opioid crisis, as well as reopen and reimagine the Long Island Recovery Campus.

By utilizing our leading Community Health Center infrastructure and hospitals, advocating for mental health access, getting every Boston resident a primary care provider and improving the quality of life in our neighborhoods, I will fight day after day to ensure every resident in Boston is safe, happy, and healthy.

The Boston Public Health Commission is the oldest health department in the United States and I believe that it should be a proud asset of the City of Boston. The Commission's goal is to make recommendations that inform health care access and delivery to every resident in the city. Unfortunately, as mentioned above, too many Bostonians are unable to get appropriate health care based on their neighborhood and many struggle to make their voices heard. I believe that

the Commission should be responsive to the unique needs of Boston's health care system by improving access to primary and specialty care services, and promoting an equitable geographic distribution of care. Given the urgency of the pandemic and subsequent recovery, the BPHC desperately needs bold reform, complete transparency and accountability to the residents of Boston.

Another critical component of COVID- 19 Recovery is addressing the rise in Anti-Asian Hate and xenophobia that was sparked by misinformation related to the COVID-19 pandemic. The Asian Community Fund at the Boston Foundation cited that 1 in 4 AAPI young adults were the targets of racism in the past year and 2,583 cases were reported to Stop AAPI Hate between March 19th and August 4, 2020. Racism is a public health emergency and must be treated as such.

Priority 1: Center Racial Equity in our COVID-19 Recovery

First 100 Days:

1. Continue to ensure Bostonians have equitable access to vaccines and necessary boosters.
2. Communicate key information about COVID-19 to Bostonians through a culturally competent, multilingual communications program.
3. Analyze race, ethnicity, and socio-demographic data in Boston related to COVID-19 to continue to recover from this pandemic and better prepare for future public health emergencies.
4. Strengthen the City's relationships with our Community Health Centers that continue to be a trusted part of the neighborhoods they serve to provide accurate and culturally sensitive information.
5. Appoint a leader from the AAPI community to the Boston Human Rights Commission.
6. Launch a campaign about the rights of survivors of hate crimes, emphasizing that they can report hate crimes to local police without fear of being questioned about immigration or other status.
7. Foster partnerships with community organizations and offer funding to programs that provide ongoing support for survivors of hate crimes.
8. Create training for all City of Boston employees, raising awareness of hate crimes and offering expanded learning about allyship and how to support survivors of hate crimes.
9. Fund a local non-profit organization to visit Boston Public Schools and offer age appropriate education and programming about hate crimes.

Longer Horizon:

1. Develop an urgent and systematic approach to public health emergencies by building a Public Health Emergency Team to analyze data and review outcomes to create an action plan for Boston use for both small and large scale, future public health emergencies. This plan will include best practices for disseminating information to reach all residents, best practices to control outbreaks and stop the spread, and how to best deploy contact tracing methods, testing, and vaccinations.
2. Avoid a "one size fits all" approach to health care by implementing programs and practices that target our more vulnerable residents, and focus on how, when, and why

populations engage with our system and increase positive outcomes from that engagement.

3. Ensure that Boston receives its fair share of state and federal grants and relief packages, and that all those that qualify for funding and support have the information and resources they need to access and utilize these programs.
4. Partner with the Boston Teachers Union, Administrators, educators and the School Committee to build out an annual curriculum for all Boston Public School students that explores the themes of anti-racism, allyship and building inclusive communities.

Priority 2: Create a Path to Recovery for Marginalized Communities

First 100 Days:

1. Create a city-level Consumer Advisory Board made up of individuals who are in long-term recovery and/or accessing harm reduction services as a means to continuously assess and revise plans and services through impacted communities' lived experiences and perspectives.
2. Expand the Providing Access to Addictions Treatment, Hope and Support team (PAATHS) to create a centralized database for recovery services across the City, working in partnership with the Massachusetts Department of Public Health's Bureau of Substance Abuse Services (BSAS) and other stakeholders to create a "recovery 311 line".
3. Continue to support city litigation to reopen the Long Island Campus as soon as possible and convene stakeholders to begin laying the groundwork for a reopened and reimaged Long Island Campus as a priority capital investment.
4. Preserve the nearly 500 shelter beds across the City created during the COVID-19 emergency to increase recovery service capacity, decentralize services from the Mass Cass Area, and guarantee stronger pathways to permanent and supportive housing as well as employment and wrap-around support.
5. Direct the City Health & Human Services Cabinet Secretary to reconvene and rejuvenate the Mass Cass 2.0 Task Force to review the status of the plan, ability to continue implementation of certain aspects, and to develop a new approach that reflects the changes in healthcare due to the COVID-19 pandemic.

Longer Horizon:

1. Collaborate with the Suffolk County Sheriff's Office to expand the work of both state and local partners to create a more supportive and successful decarceration process that includes access to the social determinants of health, primary care, and other vital services.
2. Convene stakeholders to establish a commission to build out programmatic components of the Long Island campus outside the direct realm of recovery, including housing opportunities, job training, health screenings, food access, and ongoing mental health services.
3. Work with the Boston delegation to the State Legislature, as well as leadership from surrounding cities and towns to petition the Governor to declare a State of Emergency in response to the Opioid Crisis.

4. Decentralization of the services located in the Mass and Cass area with buy-in from affected communities that allows them to access services where they are while ensuring safety and livelihood of impacted neighborhoods.
5. Improve communication between stakeholders to constantly exchange information and resource availability through an appointed “Mass and Cass Czar” embedded within the Mayor’s Office, and with Direct accountability to the Mayor.

Priority 3: Increase Mental and Behavioral Health Resources and Eliminate Disparities

First 100 Days:

1. Create an Interagency Mental Health Commission within the City of Boston composed of City officials and mental health providers. The Commission will regularly submit policy recommendations to improve access to mental health services in the City of Boston.
2. Increase remote and telehealth mental health providers to increase access to services, particularly for our more vulnerable including communities of color, low-income and older residents.
3. Review requirements and structure of Neighborhood Trauma Teams (NTTs), expand available funding for community-based trauma services, and increase efforts to immediately deploy NTTs to communities after tragedy.
4. Streamline crisis services and create an emergency Mental Health Hotline to better support individuals and families experiencing mental health crises.
5. Ensure that every child has access to the school-based clinical services, resources, and programs they need to thrive, including universal behavioral health screenings, socio-emotional programming, and full time licensed behavioral health specialists in each school. Additional trauma informed training for school professionals must also be offered.

Longer Horizon:

1. Decriminalize poverty, mental illness, and homelessness, and implement cross-department and agency best practices and initiatives to adequately and efficiently help our most vulnerable residents.
2. Prioritize funding Boston Emergency Services Team (B.E.S.T.) clinicians to work with our first responders to ensure that we appropriately and adequately respond to all calls for help.
3. Place a mental health clinician in every one of the City of Boston’s homeless shelters around the clock to facilitate engagement in services.
4. Increase community health center access to the state’s Roadmap for Behavioral Health.
5. Create a city-wide database of providers and their specialty, and generate a mapping of clinical assets in Boston to inform residents of available resources, organizations, and

programs. This database will include data on bed availability to improve access to mental health beds after discharge from Emergency Departments.

6. Reduce turnover of mental health professionals in schools by improving both benefits for providers and better access to insurance reimbursement.

Economic Justice

For too long, our economy has neglected our residents of color. According to the Federal Reserve Bank of Boston, white households in Boston have a median net worth of \$247,500, while Boston's Black households have a median net worth of \$8, and median household income for Asian Americans in Dorchester is \$48,407. White households are more likely than nonwhite households to hold liquid assets, and are better equipped to handle unexpected financial setbacks. According to the 2012 census, in Massachusetts, Black and Latinx residents make up more than 20% of the population, but own just over 3% of businesses with employees. This must change.

We are lucky as a City to boast two thriving economic and cultural districts for the AAPI community: Chinatown and Little Saigon in Dorchester. These districts have become the center of economic and community life for the Chinese and Vietnamese communities in Boston and are also home to many resources for AAPI entrepreneurs. Nubian Square and Three Squares in Jamaica Plain have the potential to become similarly vibrant hubs for Boston's Black and Latinx communities, but Boston has to be intentional in supporting entrepreneurship for people of color to get them and their community there. Providing more pathways to homeownership and capital, as well as increased access to education and workforce training are top priorities.

The COVID-19 pandemic has only exacerbated economic injustices. According to a survey conducted by BECMA of more than 300 of their members in March of 2020, only 60% had enough cash on hand to sustain themselves for 3 months. These numbers are reflected in national data which shows that 41% of Black-owned businesses have closed to the pandemic, the highest demographic in the country. The COVID-19 pandemic has also been exceptionally difficult for AAPI entrepreneurs who have faced not only the financial burdens of shut downs, but also an increase in anti-Asian hate. News articles reported that business in many Chinatown restaurants is down over 70% since the start of the pandemic. As we look to recover from the pandemic, we have to prioritize building an economy that works for and uplifts everyone.

The City of Boston has not been a leader in investing in our Black, Latinx and AAPI economies, particularly when distributing government contracts, an important way for women and minority owned businesses to build their customer base, increase revenue, and position for future growth. While other cities have contracted with Black-owned businesses at rates well above 20-30%, in the City of Boston, Black-owned businesses account for only .4% of the \$2.1 Billion in contracts for construction and professional goods and services. The City of Boston needs to

adopt the “Massport Model ” by weighting up to 25% of a bid's final grade on their diversity and inclusion metrics and partnerships.

I firmly believe that the prosperity of our City’s economy goes hand in hand with achieving racial equity and economic justice for every single resident. As Mayor, I will fight back against economic inequality, close the racial wealth gap, and build an economy centering shared success and all of Boston’s hard working residents. I will push for economic development that creates equitable pathways for upwards economic mobility and builds a strong foundation for intergenerational wealth building. Under my leadership, City Hall will implement the critical reforms needed to ensure that communities of color have equal access to economic opportunities in Boston.

Priority 1: Support Black, Latinx, AAPI-Owned Small Businesses

First 100 Days:

1. Create a \$50 million fund that can be deployed directly to support Black, Latinx and AAPI entrepreneurs.
2. Build an online platform that streamlines the licensing and permitting process and makes it more accessible in multiple languages.
3. Establish an Economic Justice Task Force directly overseen by the newly created Chief of Economic Justice and Workers’ Rights to address racial discrimination, identify problem areas in our City, and create city-wide initiatives that focus on economic justice and prosperity, while measuring the impact of programs.
4. Identify Black, Latinx, AAPI owned businesses that have been impacted by COVID-19 and triage support to them using existing city technical assistance programs. Connect with Black, Latinx, AAPI entrepreneurs who lost their businesses as a result of the COVID-19 pandemic and develop an array of technical assistance programs that will support them in rebuilding their credit and potentially opening a business again.
5. Create affordable commercial space in all new development by reforming the Zoning code.
6. Build an online platform that streamlines the licensing and permitting process and makes it more accessible in multiple languages.

Longer Horizon:

1. Increase access to capital for Black, Latinx, AAPI owned businesses by partnering with local banks and micro lending institutions to continuously refresh the fund that will be created in the first 100 days.
2. Ensure that there is a dedicated business liaison for every one of our communities and Main Street Districts and support the areas that are not part of a Main Streets organizations.
3. Support our BPS graduates who are interested in starting their own business by creating technical assistance programming and partnerships with local high schools, specifically Madison Park.

4. Expand the City's commitment to prioritize diverse applicants who are looking to participate in the cannabis industry and advocate for policy solutions that can help applicants have greater access to capital like legislation recently filed by Representative Dan Hunt and Senator Nick Collins (H158/S63) which would provide funding for a loan program by matching private funds received with up to 25% of the state's Marijuana Excise Tax Revenue.

Priority 2: Make Equitable Investments in Workforce Development

First 100 Days:

1. Increase investments in the City's workforce development programs by no less than \$10 million, prioritize Madison Park Technical Vocational High School (Madison Park) and vocational education programs in Boston Public Schools (BPS), and increase the number of school to career pipelines for individuals living, studying, and working in the city.
2. Create development opportunities for Madison Park students to build skills in areas such as building trades, technical assistance, allied health, website building and development, social media operations, cosmetology, and culinary experience by partnering with Boston-based small business owners, labor unions, and training programs.
3. Raise awareness about opportunities for a career in public service by partnering with BPS to host career fairs and events for the Boston Police Department, Emergency Medical Services, and Boston Fire Department. This will also help increase the diversity among our first responders and prepare our workforce to fill anticipated needs from leaves and retirements.

Longer Term

1. Build a partnership with Boston's 10 largest employers across business sectors to offer apprenticeships and internships for Madison Park students.
2. Expand the City of Boston's tuition free community college and workforce training programs.
3. Expand our summer youth employment programming.

Priority 3: Ensure Racial Equity of the Boston Jobs Residency Policy & Purchasing/ Procurement Policies

First 100 days

1. Reform the City's procurement process by filing a Home Rule Petition granting the City of Boston authorization to directly manage our procurement process, allowing the city to create smaller contracts that are more accessible to smaller businesses.
2. Adopt the "Massport Model" by weighting up to 25% of a bid's final score on their diversity and inclusion partnerships and practices. Mandate at least 20% of all City contracts be awarded to minority businesses over the course of a fiscal year. With the

ultimate goal of awarding more than 10% of all City Contracts to Black & Latino Businesses.

3. Strengthen the Boston Residents Jobs Policy by issuing an Executive Order creating an enforcement mechanism and stronger penalties for those who violate the policy.
4. Release statistics about the City's current contracts to establish a baseline of data and create transparency in the process.
5. Commit to contracting with Developers who have a proven track record of complying with the Boston Residents Jobs Policy, and creating a "bad actors" list for recurring review by the Boston Employment Commission.

Longer Term:

1. Help Black, Latinx, AAPI Owned businesses win city contracts by offering specific technical assistance programming to help entrepreneurs prepare bids and ensure their business is ready.
2. Expand the City of Boston's Procurement model to large Boston businesses by creating a round table of leaders who commit to reforming their policies and adopting best practices.

Priority 4: Celebrate Economic and Cultural Districts

First 100 Days:

1. Partner with local organizations to support city wide promotion of cultural events such as the Chinese and Vietnamese New Year celebrations, Black Owned Boston events and so many others that could draw an audience to support local businesses.
2. Increase funding for the "All Inclusive Boston" campaign to support our local tourism industry.

Longer Horizon:

1. Designate additional areas in Boston as cultural districts and work with the Boston Cultural Council and the Mass Cultural Council to leverage additional funding and creative support.

Boston Public Schools

As Mayor, I will use my experience as a Boston Public Schools teacher, a Boston Public Schools parent, a Boston Public Schools graduate, and current Chair of Boston City Council's Committee on Education to ensure that every child has equal access to high quality schools and the necessary resources for lifelong success. I will rebuild trust with school communities by creating a transparent and responsive school system for Boston Public School (BPS) students, educators, and families. Under my leadership, every school will be a high quality school.

The caliber of Boston's public schools affects more than just educational outcomes: it is a matter of racial justice, economic development, access to mental health services, and ensuring opportunity for all Bostonians. These inequalities begin in early childhood, with stark differences

between the number of available seats and the number of high-ranking seats for child care and early education. These early disparities in access to a high quality education continue as children enter elementary school, and the achievement gap continues to widen. In 2019, over 20% of black and Latinx 10th graders in BPS received a score of “not meeting expectations” on the MCAS exam. This is almost three times higher than the 7% rate for white students, and 10 times higher than the 2% rate for Asian students.

These achievement disparities are clearly reflected in our graduation rates for Black and Latinx students, English Language Learners, and students with disabilities. While Asian and white BPS students have high graduation rates — 93% and 81%, respectively — the rates drop off significantly for students from disenfranchised populations. In 2018, the graduation rate was 77% for Black students and 63% for Latinx students and English Language Learners. The achievement gap that we see in middle and high school is driven by the access gap we see in a student’s earliest years, and I know that any education plan must be centered around meeting a child’s needs from the day they enter BPS.

I believe that every kid deserves access to a great school, and with my lifelong dedication to the Boston Public Schools, I will provide the stable leadership our City needs to implement immediate operational reforms and to dismantle systemic barriers to equity.

Today, the greatest challenge facing BPS is the lack of access to high quality schools for every student in each of our neighborhoods. The inconsistency in the condition of our schools is directly linked to declining enrollment, a widening opportunity and achievement gap, and a lack of trust in BPS to provide our kids with the education they deserve. I will prioritize establishing equitable baseline standards and resources in every school, including ensuring that every school has appropriate staffing ratios for nurses and school psychologists, fighting for a budget for BPS that provides equitable funding across our schools, and creating a clear academic path for students by organizing the grade configuration system to become primarily a K-6/7-12 and K-8/9-12 system.

COVID-19 has only further exacerbated these inequities. Between 2020 and 2021, the number of Black students enrolled in BPS dropped by 6%, while white student enrollment fell by just 2%. While we don’t know the full extent of learning loss due to the pandemic, recently released MCAS results showed that just 32% of Black grade 3 students met expectations on the English/Language Arts exam, a 6% decline since 2019. In comparison, the percent of white students meeting expectations fell just two points, to 61%. As we continue to analyze exam results in the coming months, it is all but certain that we will see similar declines across BPS.

I will address the impact of the COVID-19 pandemic on our City’s students, with a particular focus on mitigating existing inequities that have been further exacerbated by the pandemic. During the pandemic, access to chromebooks and hot spots became a priority as we transitioned from in-person to virtual learning. We know that 30% of Black homes across Massachusetts do not have access to broadband and I am committed to making high-speed Internet more available in our public places.

In promoting safe, in-person instruction, academic supports, and social emotional programming, my administration will usher in a brighter future for our City’s students. My commitment to transparency, reliance on data, and focus on stakeholder ownership and voice will ensure that all students get what they need to be successful.

In order for students to succeed, they need a strong foundation of literacy in their early education. The failure to invest in early detection and intervention places children at a greater

risk of dropping out, poor health, unemployment, and incarceration. With the disproportionate impact of this crisis on students of color and ELL students, strengthening literacy is essential to closing the opportunity and achievement gap. As Mayor, I will be an advocate for every child, making sure that they have access to the educational opportunities and resources that they need to read.

Investing in vocational and technical education will ensure our students are prepared to take advantage of the opportunities in our labor market. I will prioritize improvements to Madison Park Technical Vocational High School and vocational programs in BPS to provide our students with a strong foundation for lifelong success and career readiness after graduation. As a graduate of Boston Tech, I have firsthand experience with the benefits of technical training and believe that vocational education is an essential foundation to a well-rounded and rigorous academic experience.

I believe the City of Boston must invest in early education and care infrastructure, just as it does our roadways, health care, and parks because it is foundational to the developmental health and wellbeing of children and is ultimately the largest driver of lifetime outcomes. I am committed to ensuring that Boston families have access to quality, universal early education and child care. To do this, I will not only be a fierce advocate for the proposed Common Start state legislation, but also leverage partnerships with workplaces, our schools, organizations, advocates, families, and current providers.

Oftentimes, achievement gaps begin before our students enter the classroom. When our community-based providers, home providers and private providers receive the resources and support they need, our families and our City's youngest thrive and succeed. While early education and child care in and of itself is great for the development of children, I know that it is also critical infrastructure for a thriving economy. Having adequate education centers and community providers gives an opportunity for women, who are often the primary caregivers, to enter or re-enter the workforce, while also benefiting family members that work non-traditional work hours. I will also work to make it easier for small business owners to get licensed and start a provider service to support the City's educators and reduce the seat gap in Boston.

Priority 1: Close the Opportunity and Achievement Gap and Address Racial Disparities in Boston Public Schools

First 100 Days:

1. Change the policy around sub-separate classrooms in BPS, which we know greatly impact Black and brown boys and commit to budgeting for inclusion: 1 special education teacher, 1 paraprofessional and 1 general education teacher in partnership with the Boston Teachers Union to implement the inclusion done right model, in order to better provide every student receive the same access to grade level instruction.
2. Establish a foundational budget for BPS that prioritizes equity to ensure that every school has baseline services and access to basic resources. We must ensure that we are able to always include enough budgeting for full-time nurses, full-time social workers, full-time psychologists, the arts, music, a library/media center, technology and athletics for all of our schools.

3. Implement a strong literacy curriculum, detection, early intervention and testing practices, especially in early education, to ensure that our students are at the reading levels they need to be at.
4. Fully implement a program in our school curriculum to provide opportunities for all students to learn about the history and experiences of people of color.
5. Commit to expanding access to Advanced Work Class (AWC) and Excellence For All (EFA) opportunities across all schools to increase Black and Latinx student participation.
6. Commit to fully implement culturally and linguistically sustaining practices in BPS.
7. Commit to the planning and implementation of Safe Routes to School to ensure that our students are able to get safely to and from school, especially in our communities of color.
8. Expand and fund youth job opportunities, not just in the summertime, but year round.
9. Reduce barriers to the Exam Schools by launching a City Voucher Program for Exam Preparations to low-income, Black and Latinx students, by creating more tutoring and mentoring opportunities for students, and ensure that information is multilingual.
10. Commit to addressing and increasing support for students experiencing homelessness, food insecurity and poverty.
11. Improve the Individualized Education Plans and 504 Plans process for our students and families.
12. Commit to reducing grade configurations to reduce the number of school transitions for our students and better use BPS resources.
13. Hire more teachers of color with a goal of reaching at least 40% educators of color and establish a mentorship program between students in Boston Public Schools and students of color that attend our local colleges and universities.
14. Convene a working group of teachers, parents, administrators, social workers to help develop a plan for mitigating the learning loss of our students.

Longer Horizon:

1. Work with the Boston Public Schools Central Office and school leaders around educator retention, especially educators of color.
2. Ensure an increase in hiring multilingual and diverse educators.
3. Implement the practice of conducting exit interviews when we lose faculty and staff.
4. Commit to fully implementing MassCore standards: four years of English, math, and physical education; three years of science and social studies; two years of world languages; one year of the arts; and five electives.
5. Develop a year round tutoring program in partnership with community-based organizations.
6. Create a mentorship program between students in Boston Public Schools and our local colleges and universities.

Priority 2: Invest in Madison Park Vocational and Technical High School

First 100 Days:

1. Implement an admissions policy in partnership with the school community.

2. Increase funding for vocational and technical education through the budget process.
3. Commit to prioritizing Madison Park in facility upgrades to ensure that we are providing our students with a facility that is up to date with sufficient classroom space and equipment for all programs.
4. Complete an analysis of the vocational and technical programs provided at Madison Park to help identify which programs require a revamp.
5. Analyze the programs provided at other vocational technical schools that our students leave the City for because Madison Park does not provide them, and then replicate them locally.

Longer Horizon:

1. Increase partnerships with industry leaders and unions for internship and job opportunities.
2. Establish a partnership/program between middle school aged students and Madison Park students to further promote vocational and technical education.
3. Create new programs at Madison Park to match the needs of Boston's workforce to better ensure the long-term success of graduates.
4. Ensure that Madison Park has the infrastructure to offer courses (outside of school hours) to adults who are looking for an opportunity to learn a trade.

Priority 3: Establish Equity in BPS School Infrastructure

First 100 Days:

1. Complete an updated audit of all school buildings - internal and external - to ensure all schools have safe drinking water, proper heating, cooling, ventilation, proper bathroom upgrades, up to date kitchen and cafeterias, to have the most up to date data available that will help prioritize school buildings.
2. Commit to making our school buildings green in response to climate change, both when constructing new buildings and making necessary updates to existing ones.
3. Commit to safe, healthy and welcoming environments in and out of our school buildings.
4. Commit to increasing Universal Pre-K seats in our schools and ensuring that they are accessible to all.

Longer Horizon:

1. Release a clear timeline and a financial plan that outlines every investment in every school in our City.
2. All of our school buildings will meet the Zero Net Carbon goals and any new buildings will be environmentally designed.
3. Analyze our school building layouts to ensure that they are safe and secure to develop a school safety plan that will be communicated to all students, families and staff.

Priority 4: Address the Digital Divide

First 100 Days:

1. Closing the digital divide by providing our students and families access to technology training and education that is culturally relevant and accessible.
2. Promote and expand access to programs such as Technology Goes Home to all of our schools.

Longer Horizon:

1. Make it a standard practice for every new BPS student to receive a laptop and a Wi-Fi hotspot.

Priority 5: Governance Structure of the Boston School Committee

First 100 Days:

1. Continue Council work to ensure that the student representative has the right to vote and is compensated for their time and effort as a member of the Boston School Committee.
2. Commit to a diverse school committee body that represents the school community and the City of Boston.
3. Increase transparency around the Citizens Nominating Panel and establish clear guidelines for the nomination process.
4. Increase education around the responsibilities of the Boston School Committee to further increase and engage public participation.

Longer Horizon:

1. Establish a new Boston School Committee Governance Structure through a Home Rule Petition and ensure that there is an emphasis on diversity of expertise when appointing members to ensure that English language learners, special needs students, teachers, and BPS families have a voice on the committee.
2. Support the initiative placed on the November ballot giving voters the chance to weigh in on what type of school committee they would like to see. While I have maintained that I will vote no on this question, it is critical to hear the voice of every Bostonian, and if the measure shows a favorable view of a fully elected school committee, I will work with community leaders and key stakeholders to bring that desire to fruition.

Priority 6: Create Universal Pre-K and Support Early Childhood Education

First 100 Days:

1. Offer University Pre-Kindergarten to all children in Boston ages 3 and above.
2. Fiercely advocate for the Commonwealth to implement the proposed Common Start framework that funds universal childcare through bedrock funding and family subsidies; and then build upon that framework to make child care a reality for all Boston families.

3. Expand the use of the UPK curriculum to ensure that all classrooms are staffed with highly-trained and well-compensated teachers, culturally responsive and inclusive learning environments, and ongoing professional development for staff.
4. Support in home and center based early education and childcare programs by offering technical assistance, funding and other resources to ensure these programs continue to be open and available to Boston families.

Longer Horizon:

1. Offer universal child care and early education to all children in Boston ages 0 to 5 by leveraging Commonwealth and community partnerships, City investment, federal block grants, social impact bonds, private providers and development funds. Programs will prioritize Boston's lower-income and high-need families' access to early education.
2. Formalize the network in Boston of childcare providers and create resilience within that system.
3. Build on programs like Care that Works, which offers childcare during non-traditional work hours.

Public Safety & Police Reform

As Mayor, I will fight to ensure that Boston can be both safe and just. I believe that the city can lead on police reform and demonstrate the benefit of community policing, transparency and accountability. Everyone in Boston, in every neighborhood, should feel safe. Black lives matter, and I'm not afraid of the hard work ahead.

A racial justice issue, a public health issue and a public safety issue, gun violence is an epidemic that strikes our streets every day. Nationally, according to research done by Everytown, Black and Latinx Americans are disproportionately impacted by gun violence. Black communities nationwide experience 10 times the gun homicides, 18 times the gun assault injuries, and nearly 3 times the fatal police shootings of white Americans. The Latinx population is twice as likely to die by gun homicide and four times as likely to be wounded by an assault with a gun in comparison to their white counterparts, and Latinx youth are three times more likely to be killed by gun violence. Boston is unfortunately no exception. Victims of shootings in Boston are primarily Black and male, and shootings are significantly more likely to take place in communities of color. According to the Boston Police Shootings Dashboard, in the last 7 years there have been 539 shootings in Dorchester, 306 in Roxbury and 123 in Mattapan compared to zero in West Roxbury and Beacon Hill, and only 6 in Back Bay during the same time period. In the last 7 years, there have been 1,234 black victims of shootings compared to 247 white victims, and of all shooting victims in the last 7 years 90% were male.

There is much work to be done to improve the trust between our immigrant communities and the police. Many undocumented Latinx immigrants are less likely to report crime due to fear that the police will look into their immigration status or that of a family member or friend.

Boston requires a multifaceted, coordinated response and investments in community policing, relationship building with neighborhood leaders and organizations, appropriate police staffing

and enforcement, and community programming and initiatives across our city. I believe that our criminal justice system must be rooted in racial equity. I will work with our Boston Police Department to both implement necessary reforms and keep our residents safe. Justice and safety are not mutually exclusive. We need to have the tough, honest conversations about the hard work that needs to be done to achieve both in this city. I have been leading the charge on those tough conversations starting in 2016, when I held a discussion on community violence in Grove Hall at the Thelma Burns Center. We need to do this work because our neighborhoods—particularly those disproportionately impacted by systemic and structural racism, violence, and trauma—deserve better.

I will push for the critical reforms to increase investments to community empowerment programs to improve relationships between officers and our neighborhoods, expand youth programming, attack the root causes of incarceration and involvement in the criminal justice system, and decriminalize mental illness, homelessness, and poverty. I know that a strong system of public safety requires trust between our communities and first responders.

With the help of the city's B.E.S.T. program—a group of mental health clinicians able to respond to crises—our EMTs and firefighters will be able to appropriately and quickly respond to calls for help.

Amongst the City of Boston's public safety agencies is a growing need for more diversity in the ranks. I will fight for a more diverse police department, fire department, and EMS team that represents the populations they serve and build trust in all of Boston's communities. I am fully committed to running a transparent and inclusive process in selecting the next Boston Police Commissioner, a critical step in bringing leadership and accountability to the BPD.

Priority 1: Create a more Transparent and Accountable Boston Police Department

First 100 Days:

1. Launch a transparent and community led process for hiring the next Boston Police Commissioner.
2. Fully implement the recommendations of the BPD Police Reform Task Force and commit to meeting with Boston Police Reform Task Force on an advisory basis.
 - a. Create an independent Office of Police Accountability and Transparency ("OPAT") with full investigatory and subpoena power, i.e. the ability to call witnesses and to compel the discovery of documents.
 - b. Formalize and expand the BPD's commitment to diversity and inclusion through the creation of a Diversity & Inclusion unit.
 - c. Expand the BPD's adoption of the body-worn camera program and continue to ban the use of biometrics and facial recognition software.
 - d. Enhance the BPD's Use of Force policies (Rule 303, Rule 303A, Rule 303B, Rule 304) so that they articulate clear and enforceable disciplinary code of consequences for violations and infractions and hold the BPD publicly accountable for the violation of these policies.
 - e. Adopt practices that maximize accountability, transparency and public access to the BPD.
3. Fully empower and staff a Civilian Review Board and ensure a transparent appointment process.

4. Implement the three-step Early Warning System and institute training and professional counseling, and consistent follow-up with flagged officers.
5. Mandate body camera footage released to “the public” within 24 hours after the incident, to establish public trust and transparency.
6. Institute mandatory yearly training for both new and existing police officers on racial bias, de-escalation, and best practices for responding to mental health crises.

Longer Horizon:

1. Reform the Internal Affairs division to remove authority from local supervisors.
2. Re-imagine new-recruit academy training and expand academy training for existing officers with the additional college style course opportunities that integrate developing theories and police reform perspectives.
3. Perform annual performance evaluations for sworn members below the rank of sergeant using the electronic Performance Evaluation System (PES).
4. Reducing the overtime budget by improved staffing protocols for large events and by rearranging officers' shifts, making routine overtime such as court appearances a part of police officers' regular duties.

Priority 2: Decriminalize Mental Health, Homelessness, and Substance Use Disorder

First 100 Days:

1. Expand the diversion and co-response pilot program initiated by Mayor Janey and designed by the City's Mental Health Crisis Response Working Group.
2. Implement street outreach teams made up of mental health professionals and trained civilians to deal with low-priority calls and give help to individuals while freeing up regular patrol officers for high-priority duties such as community policing and proactive police work.
3. Begin the process of reforming 911 to support the community responder model. Specifically identifying opportunities to streamline operations, elevate community response or police co-response programming, and integrate the 911 and 311 systems.

Longer Term

1. Advocate for more mental health and substance use disorder recovery beds in our communities to actively support returning citizens in their successful reentry to the community and serve as a preemptive measure to prevent people from entering our facilities unnecessarily in the first place.
2. Continue to support the Boston Emergency Services Team's (B.E.S.T.) goal to provide a comprehensive, highly integrated system of crisis evaluation and treatment services to all police districts city-wide.
3. Expand and allocate resources to mental health and public health service partners to ensure they can provide support that is needed in real time.
4. Increase first responder and other cross-functional training by expanding the Boston Police Department's policy of de-escalation requiring all first responders to be regularly trained in de-escalation and best practices for responding to mental health crises.

Priority 3: End the Epidemic of Gun Violence in Communities of Color

First 100 days

1. Convene community working groups to develop specific action plans for each impacted neighborhood. Working groups should have representation from religious, youth, and other community organizations. Each working group should have a \$250,000 fund to implement the first year of programming.
2. Increase the frequency of BPD's current gun buyback program to at least once a quarter. Ensure these events continue to emphasize a "no questions asked" approach to getting guns off the street and compliments other work to end gun violence.
3. Expand Neighborhood Trauma Teams who implement a trauma informed response to support communities impacted by gun violence.

Longer Term:

1. Bring back and host regular meetings of the New England Gun Summit to ensure that Boston is a regional leader in policies combating illegal weapons.
2. Create a civilian enforcement agency to address non-urgent enforcement issues, like moving permit violations or traffic enforcement.
3. Increase the number of officers at police districts across the city needed to respond to urgent issues related to gun violence, and ensure community policing is performed in collaboration with community leaders, clergy, and non-profit organizations
4. Expand Boston Police Department's Bureau of Community Engagement to facilitate long-term community working groups and expand the model to other communities across the city.

Priority 4: Increase Support for Community Services

First 100 Days:

1. Double the budget for the community services department from \$5 million to \$10 million.
2. Work with community partners to develop a framework for evaluating the effectiveness of community services programming and create a panel of community leaders for ongoing oversight.
3. Establish a neighborhood services program in partnership with the Community Services Office in each police district to follow-up on frequent problem areas and complaints in each neighborhood and defuse recurring issues through a community-based response before it becomes acute or hostile.
4. Implement on-line and over the phone police reporting for minor incidents to allow more units on the street to be engaged in community-policing efforts.

Longer Horizon:

1. Improve community policing and public engagement data collection to better understand the impact on our communities.
2. Strengthen Youth Programs and Opportunities including youth diversion programs, and support community efforts to prevent gangs and violence using data and community feedback to evaluate programs.
3. Transfer all moving permit enforcement calls, blocked driveway calls, parking complaint calls to the Boston Transportation Department by equipping the department with the resources necessary to properly perform this responsibility.

Priority 5: Create a More Diverse Boston Police Department

First 100 days:

1. Develop a plan to expand the cadet program by partnering with BPS schools, building on the program in place at English High School (including as a part of the Madison Park Vocational Technical High School master plan) and partner with local universities to connect with diverse candidates to increase the applicant pool.
2. Work with MAMLEO and LLEGO to support their existing recruitment efforts and to identify additional opportunities.
3. Commit to a schedule for promotional exams.
4. Extend the probationary period for initial promotion to 5 years of service before consideration for supervisory roles.

Longer Horizon

5. Advocate for the Civil Service Exam to give more points to Boston residents and candidates from diverse backgrounds and offer the exam more frequently.
6. Reform promotion protocol and ensure disciplinary history is reviewed and given appropriate weight in all promotional decisions for relevant ranks.
7. Hire Human Resources professionals to oversee administrative management, instead of relying on trained police officers.

Priority 6: Reform the Gang Database

First 100 days:

1. Implement a plan to increase transparency around the Gang Database, the information tracked, how this information is used, how this information is stored, and around data retention.
2. Fully Implement the reforms, including:
 - a. Clarification of the purpose of the gang database in preventing and reducing violence
 - b. Clarification of the role of the Boston Regional Intelligence Center (BRIC) in management of the gang database
 - c. Clarification and amendment of criteria for access, submission, verification, dissemination, and review;
 - d. Removal of the "inactive" status, thereby ensuring that those individuals will be reviewed for purge or re-categorized to more accurately reflect their participation in gang activity;
 - e. Clarification that Field Interaction/Observation/Encounter ("FIOE") Reports shall not be used as the sole criteria for verification;
 - f. Addition of an annual public reporting requirement regarding number of individuals added to and purged from the Database.
 - g. Addition of a Juvenile section with the intention of connecting juveniles to services and providing a pathway off of the gang database

Longer Horizon

1. Mandate that BPD and the BRIC regularly provide clear, objective assessment of its effectiveness, usefulness.

2. Authorize the Office of Police Accountability and Transparency to serve as a check on the BRIC.

Transportation Equity

Historic underinvestment in communities of color has led to a transportation system that perpetuates inequality. There has not been a major investment in improving the infrastructure in the Blue Hill Avenue Corridor in over 50 years. As Mayor, I will invest in improvements to Blue Hill Avenue, Mattapan Square, and Bennington Street and prioritize leading a thoughtful community process that empowers residents to create the improvements that are needed—without creating the gentrification that these improvements can bring.

Even though COVID-19 has changed how some people work, that change has also been inequitable, more than 75% of working class people responded to a Pew Research survey saying that the “responsibilities of their job cannot be performed at home.” Before the pandemic, nearly 25% of Mattapan residents, and over 15% of East Boston residents had a commute of one hour or longer. Black, Latinx and AAPI Bostonians are more likely to be reliant on public transit, especially bus service, and spend greater portions of their household income on transportation.

While the Mayor of Boston cannot make the MBTA free — as Mayor, I can and will focus on improving MBTA safety, increasing accessibility for transit-dependent working class residents, students and aging residents, and improving service. I will form a new Office of Transportation Access that works with partners in communities, schools, and religious organizations to make sure our working class Bostonians have access to the subsidized MBTA fare programs. I am committed to investing in improving 100 bus stops within my first 100 days, and expanding bus lanes in key corridors.

Improving the Fairmount Line has the greatest potential to improve commutes for Bostonians than any other transportation investment we can make. One in five Bostonians live within a 10 minute walk of a Fairmount Line Station. Better Fairmount Line service will provide residents more reliable trips to work, school, and social activities. I will work with community members and state partners to create an Action Plan that enables the Fairmount Line to have service that is comparable to the Red and Orange Lines - that is, ***service on the Fairmount Line all day that is ten minutes or better and run with electric trains.***

Priority 1: Reduce the Cost of Transportation for Transit-Dependent Working Class Residents

First 100 Days:

1. Create a Transportation Access Office to directly assist working class residents, seniors, students, veterans, the homeless community, and residents with disabilities in accessing the existing subsidized MBTA pass programs. From that office, deploy a street team that will partner with community leaders and organizations, schools, community centers, libraries and religious institutions, to raise awareness about the availability of these programs.

2. Implement programming from “Main Streets Free Public Transit Pilot” to address inequity, by creating a partnership between local main streets districts and the MBTA to give access to free or reduced fare MBTA and blue bikes memberships to employees at local businesses. For many Bostonians who work for a large organization, access to subsidized and/or pre-tax MBTA passes and Blue Bikes memberships is considered a given, but the same luxury isn’t afforded to the tens of thousands of Bostonians who work in our small and local businesses.
3. Start a Late Night Bus Pilot to better connect residents with late and early morning jobs. This will reduce the need of residents to take expensive cab/TNC rides or pay for parking when the regular T is not running. This pilot should operate multiple bus routes that meet in Downtown Boston and serve neighborhoods that rely most heavily on bus connections.

Longer Horizon:

1. Create a linkage-style fund to capture transportation mitigation dollars and reinvest them in transit pass subsidy programs, infrastructure improvements and creative solutions, such as local last mile shuttle networks, to improve mobility and address affordability.
2. Coordinate with the MBTA’s Bus Network Redesign plan to create new crosstown routes that serve destinations that are currently difficult to reach - such as Nubian Square to the Seaport.
3. Create a permanent late-night bus program to enable employees and other late night travelers to reach destinations without having to take an expensive Uber/Lyft ride.
4. Increase investment in affordable housing near well served transit stops and lower barriers for new affordable housing development in transit oriented areas.

Priority 2: Begin Fairmount Line Transformation

First 100 Days:

1. Work with the MBTA and MassDOT to pilot 20 minute service on the Fairmount Line.
2. Develop a Fairmount Line Transformation Action Plan that aspires to Fairmount Line service that is fast, frequent, and reliable.

Longer Term

1. In the longer-term, the Fairmount Line will have subway-like service that uses electric trains, modernized stations, and better connections to nearby buses and rapid transit services.

Priority 3: Improve Transportation Safety, Especially in Working Class Communities

First 100 days

1. Demand a report from the MBTA on the state of good repair and conditions of MBTA facilities to create transparency and confidence in the system. Since the summer of 2021, there have been derailments, trolley crashes, individuals losing their lives or being seriously injured on MBTA infrastructure. This cannot continue.
2. Lower the Citywide Speed Limit to 20 MPH. According to data from the federal Highway Administration, 9 out of 10 pedestrians will survive an accident where a vehicle is moving

20 MPH and only 5 out of 10 pedestrians will survive an accident where a vehicle is moving 30 MPH.

3. Increase enforcement of speeding and double parking to make our roads safer - particularly in high crash corridors.
4. On Bennington Street, Dorchester Avenue and Blue Hill Avenue install more quick-build safety elements using striping, signage, and flex-posts to help calm traffic.
5. Identify priority areas for raised crosswalks and speed bumps to support pedestrian safety.

Longer Term:

1. Increase the budget to hire more Vision Zero and Neighborhood Safety staff in BTM and PWD.

Priority 4: Create More Bus Lanes and Better Bus Stops in Working Class Communities

First 100 Days:

1. Create a "Transit & Safety First Policy" that prioritizes transit users, bikes, pedestrians, and roadway safety for our planning and engineering programs.
2. Pilot Bus Lanes in key transportation corridors like Blue Hill Avenue, Tremont Street to Ruggles Station and Malcolm X Blvd.
3. Improve 100 Bus Stops by adding real time arrival, benches, better lighting, and other passenger amenities bus stops in lower-income communities to better connect residents to transit services.

Longer Horizon:

1. Increase funding for the City's transit programs, including adding permanent bus lanes, Transit Signal Priority, and bus stops.

Public Realm, Parks, Community Centers, and Libraries

As Mayor, I am committed to achieving justice and equity in our public spaces, parks, community centers, and libraries.

As a former coach and a mom who has spent countless hours in our parks, I know how central our parks and public spaces are to our communities.

Decades of under-investment in neighborhoods, like those along the Blue Hill Avenue corridor, have left infrastructure in many neighborhoods in a state of disrepair. Public spaces are unwelcoming and unsafe, roads and sidewalks are crumbling, and pedestrian crossings are dangerous. This under-investment is apparent in our neighborhood business districts, too,

where we see many vacant storefronts or national chains dominating what used to be thriving hubs of local business and community.

These neighborhoods have also been left out of the conversations about planning and investment in their neighborhoods. In the past decade, communities have too often been *told* what they need by State and Federal authorities where these agencies should be *listening* to the needs of these communities. Investment must be driven by community needs to ensure those needs are met and to mitigate the real threats of displacement and gentrification.

I am committed to building more facilities for our communities, starting with building a Youth Center in Grove Hall and a permanent home for the Chinatown Library. Community Centers, libraries, senior centers, and cultural centers are essential communal gathering places for our communities, but some of our communities have not received the investment, even after years of advocacy. I will listen to and work with every Boston community to develop the facilities they need.

We must also address justice and equity in our parks. By many measures, our parks and green spaces are one of our city's greatest assets. It is a point of pride that every Bostonian lives within a ten minute walk of a park. However, there remains significant divides in how we use our parks and even if we can. In many communities, parks are not utilized or underutilized due to safety issues or disrepair. Further, for people with disabilities, parks are not welcoming places. In fact, only 5 of the city's 100+ parks have inclusive play equipment designed for kids with disabilities.

Priority 1: Justice and Equity in our Public Realm

First 100 Days

1. Audit every neighborhood business district to assess the current state of cleanliness, benches and places to gather, current presentation of the space (flower plantings, trees, state of repair of sidewalks, etc.), and identify current funding sources so that the city can develop city-wide standards and implement these standards to ensure these places meet the needs of the community (seniors, families, business owners, etc.).
2. Bring justice to historically underinvested-in neighborhoods by launching a comprehensive community process to identify investment priorities for our public realm, starting with the Blue Hill Avenue corridor.
3. Identify a plan for reclaiming the public realm through making permanent outside dining, street closures (even if on designated times), sidewalk expansions, and other initiatives started during the COVID-19 pandemic to give Bostonians more space.
4. Conduct a Road, Infrastructure and Sidewalks Audit and review city data to ensure equitable resourcing from city departments for day-to-day maintenance and cleanliness, and also for longer-term rehab and construction projects.
5. Identify vacant lots that can be converted into community gardens to better improve food access and green space in communities of color.

6. Mandate the involvement of women and minority owned businesses in all investments made in our communities to ensure that the funds spent on these projects stay in our communities.

Longer Horizon

1. Use results of the Neighborhood Business District Audit to work with landlords and business-owners to develop plans driven by the immediate community to avoid/minimize displacement. The city will leverage all available tools to create districts that support a variety of businesses to promote activity during the day and evenings and will incentivize landlords to rent to small businesses and not to chains or big box stores.
2. Institute a program working with landlords/building owners on building and facade maintenance and building beautification to create welcoming spaces for the neighborhood.
3. Ensure city infrastructure such as trees and tree pits, road markings and crosswalks, signage, and gathering places are maintained year-round.
4. Coordinate with Parks, Elder Commission, BPHC to bring more activities like farmers markets, and food trucks into more communities.
5. Expand efforts to install more public art in every neighborhood.
6. Center access to Neighborhood Business Districts via multiple modes of transportation by making better connections between transit and businesses and gathering places. Assess parking needs and make adjustments to the parking program.

Priority 2: Justice and Equity in Boston's Parks

First 100 Days

1. Take immediate steps to address hesitancy in the Black community caused by a history of racism in access to and use of parks. This initiative will involve a multi-step approach including increased Parks Department programming, improved language access on signage and other materials, making parks safer to use, and by ensuring each park fits its community's needs through increased engagement with community-based organizations, faith-based organizations, community centers, and direct outreach to neighbors.
2. Enact an equity ordinance to ensure equitable distribution of capital and rehabilitation funding for parks and greenspaces throughout all of the city's neighborhoods.
3. Implement inclusive design principles for all Parks Department projects and review all Parks Department projects currently in design or planning to ensure that they are inclusive, with play equipment and other active spaces that are designed for gender equity and to be used by people with different abilities.
4. Use the City of Boston Open Space and Recreation Plan 2022-2028 process to facilitate a robust discussion of how to utilize our city's parks and green spaces and to identify needs.

Longer Horizon

1. Build at least one fully inclusive park in every neighborhood by the end of Annissa's first term.
2. Institute a parks funding equity framework to equitably fund parks improvements and to measure the distribution of parks benefits to better understand impacts and areas for improvement. This framework must also take into account and work to avoid the potential for resident displacement and gentrification.
3. Complete the community-driven Franklin Park Master Planning process and oversee the implementation of the plan.
4. Guided by the Open Space and Recreation Plan 2022-2028, take action to increase access to parks and green space for every Bostonian in every neighborhood and act on needs assessment data that comes from this plan.

Priority 3: Justice and Equity in our Community Centers, Senior Centers, and Libraries

First 100 Days

1. Take the first step toward building a youth center in Grove Hall.
2. Conduct an audit of community center programming to ensure equitable distribution of funding and staff resources and access to programming and organized sports for youth and teens that is gender equitable.
3. Continue senior center programming such as virtual programming that has been so successful during COVID.

Longer Horizon

1. Build a permanent facility for the Chinatown Library.
2. Ensure that every neighborhood has a community center facility and programming that is intergenerational and multipurpose that serve as community hubs and are well-staffed and well-resourced.
3. Work with Boston's racial and ethnic communities to build cultural centers (for the Haitian and Somali populations, for example) and to support existing cultural centers.

Centering Equity at City Hall

As Mayor, I will make sure that the City of Boston leads by example in proactively institutionalizing racial equity within our programs and policies. I believe that Boston City Hall should reflect the diversity of the communities we serve, while encouraging other organizations to do the same. Past administrations have taken major steps forward, and as the next Mayor, I will build on that foundation to begin fostering real inclusion and belonging for all City of Boston employees. As a former president of my neighborhood's civic association, ensuring that every

Bostonian has access to City Hall's services and has an opportunity to engage in our community processes is my top priority.

Priority 1: Embed Equity and Justice in Delivery of All City Services

First 100 days:

1. Expand the Chief of Equity and Inclusion's Cabinet to include a senior-level full-time employee who is based in each division of City Government. These new senior leaders will be responsible for bringing an equity lens to the work of that division, overseeing and implementing strategies that increase representation of marginalized voices, and monitoring key metrics. This will ensure the implementation of a coordinated strategy and transparency across all areas of city government.
2. Develop and implement a mandatory annual training for all City of Boston employees, board members, and commissions that covers topics such as anti-racism, unconscious bias, allyship, and fostering inclusion.
3. Issue an annual diversity and inclusion survey that evaluates the practices and policies of each organization to ensure they are aligned with the City of Boston's diversity, justice and inclusion goals for all organizations that receive City of Boston contracts or funding.

Longer Horizon:

1. Increase reliance on data from City departments to measure against goals concerning social equity, race, and social justice.
2. Require that all City departments develop and maintain an equity plan coordinated through the Equity and Inclusion Cabinet.
3. Mandate that all organizations that receive City of Boston contracts or funding meet City diversity, justice and inclusion goals.

Priority 2: Remove Barriers to Civic Engagement

First 100 days:

1. Launching hybrid community meetings, and/or community meetings on different schedules to ensure that greater numbers of residents can participate.
2. Launch an "opt in" SMS texting notification system and community email system to get priority communications to residents.
3. Reform 311 to connect citizens to other programs and services like SNAP applications, online voter registration, locations of sharps collection kiosks, resources for substance use disorder, domestic violence or mental health crises.
4. Use new technology to expand language communication access
5. Create a pilot that offers childcare at city led community meetings

6. Make the voting reforms implemented during COVID-19 permanent, including universal vote by mail, ample dropboxes, and wide-spread early voting.

Longer Horizon:

1. Train city employees charged with direct community engagement on techniques for engaging with Bostonians more effectively and to make the community process more open, accessible, and equitable.
2. Utilize tools and technologies, such as virtual meetings, to open the public process to more people and to include more voices. These tools should be used to engage people with disabilities, youth, and other groups that have not been included in the traditional public process.
3. Create a public awareness campaign to ensure Bostonians know how, when, and where they can vote to increase participation in municipal elections.

Priority 3: Ensure City Government Reflects our Communities

First 100 Days:

1. Implement a hiring outreach plan focused on recruiting and retaining more city residents from underrepresented communities to work in city government. This plan will take a comprehensive approach with a focus on attracting, retaining and promoting diverse candidates into roles at every level of seniority.
2. Review the City's recruiting and job posting process to include more job posting sites, and coordinate with local community colleges, universities, and high schools to promote jobs in government.
3. Deploy resources and training on proactively recruiting and hiring diverse candidates to all hiring managers across all City departments. Establish and communicate clear practices for career development and promotion in all City departments to ensure that talented Bostonians from underrepresented communities are considered for promotions and advancement.

Longer Horizon:

1. Expand on existing City of Boston hiring goals to ensure that the Mayor's cabinet and new hires reflect Boston's diversity to increase the number of people of color in senior positions and across salary ranges.
2. Partner with youth organizations across the city to recruit Boston youth for Boston jobs.
3. Increase the use of reporting on diversity in hiring and retention across City of Boston departments.

Climate Justice

Accountability is critical when it comes to delivering Boston's climate action goals. As Mayor, I will prioritize governance, transparency and oversight of the existing climate action, climate readiness and waste reduction plans, as I explore additional opportunities to improve on those plans. We must intentionally take into account diversity, equity, inclusion and justice considerations, as well as re-prioritize and respond to new innovations and emerging technologies that can accelerate our progress towards, and preserve our leadership position in, addressing all aspects of climate change. I will ensure continuity of reporting Boston's progress in climate action and waste reduction goals, as well as regular reporting of our own greenhouse gas emissions. Additionally, I will ensure regular reporting of progress against goals internally, and will enable cross-functional collaboration to ensure our efforts add up to more than a sum of their parts.

In particular, I will lead with the two guiding principles from the Boston's Climate Action Plan: people of color and low-income communities must not be disproportionately impacted by climate hazards; and the benefits from climate mitigation and preparedness efforts should be shared equitably among all people. I will take a community-based approach to fight environmental injustices and acknowledge the intersectionality of social, economic, and climate justice; and I will ensure that those disproportionately suffering from environmental injustices are involved in the planning and development of City policies and initiatives. I will build diverse coalitions and partnerships to do the work hand-in-hand with residents, communities and advocates.

I will fight for greener, environmentally sustainable development across our city. Boston's sea levels are expected to rise significantly by 2050. As a Dorchester native, I have seen the effects of coastal flooding in my own backyard and know that residents across the City have seen it too. From the Blue Line flooding in East Boston, to urban heat islands in Roxbury, to extreme storms, Boston must take action to stop further damage to our climate while also addressing the effects of climate change. And we know that our communities of color are some of the most impacted due to environmental racism. Factors such as health inequity and economic opportunity feed into the injustice of climate action in our Black and Latinx neighborhoods. The time is now to address climate change with an environmental justice lens. We must carry out a thoughtful and inclusive planning process that prioritizes climate resiliency and leverages development to deliver on things like greener buildings, more open space, and pedestrian and bike friendly infrastructure.

We must ensure that the City of Boston meets and exceeds its goals of reducing community-wide carbon emissions by 50% in 2030, and 100% in 2050 and to reduce municipal emissions by 60% in 2030 and 100% in 2050. I will revisit our community choice plans, and microgrids, and work with community solar projects to ensure equitable access to renewable energy, and procure partners with a diverse background.

The building and transportation sectors in Boston account for ~ 71% of Boston's emissions. This is why we must not only work to deliver on our existing goals to reduce our impact in these

sectors, but expand that to include embedding reduction activities in every City of Boston department and agency to build, remodel, and invest in green, energy efficient, sustainable infrastructure, facilities, and motor vehicles. I will leverage the city's publicly-owned infrastructure to bolster my long-term climate resiliency vision. In particular, to ensure our youth have the best opportunities to develop and learn in a healthy environment, Boston Public Schools — making up the majority of city-owned buildings—must be updated.

We must invest in green jobs. I believe that climate action can be used as a tool for economic development and job growth. I have led the fight for expanding clean energy job training opportunities at Madison Park Vocational Technical High School because I know that by incorporating resilience skills into Boston's existing job-training programs we will set our residents, and our city, up for success.

Priority 1: Act on Environmental Justice

First 100 Days:

1. Establish a diverse Environmental Justice Community Advisory board who will inform the work of setting additional environmental justice priorities and objectives that are not explicit in existing plans and strategies.
2. Work with Parks and Recreation on accelerating the Climate Ready Boston initiative to develop an action plan to expand Boston's urban tree canopy, especially in communities of color.
3. Facilitate close coordination between City Hall, developers, property owners, community stakeholders, and residents to ensure that conversations around development, climate change and sea level rise do not happen in silos.
4. Work alongside developers and leverage the city's zoning process to incentivize green, resilient, and thoughtful development across our city. We will not be successful in preparing Boston for the inevitabilities of sea-level rise and climate change unless we have residents, businesses, and stakeholders from every neighborhood in the room when we're having these conversations.
5. Convene representatives from all departments deemed critical to the success of delivering on Boston's climate action goals to assess the progress and to establish task forces to address areas for improvement that take into consideration global, national and state compacts and regulations, as well as incorporate priority changes as a result of the coronavirus and new research and findings.
6. Work with the Boston Public Health Commission to track and publish publicly available data regarding environmental health metrics, specifically in communities of color, so that the City can appropriately respond and invest in environmental treatment and prevention.
7. Invest in open spaces to mitigate the disproportionate impact of heat islands and climate change on communities of color and improve health disparities for our historically marginalized residents.

Longer Horizon:

1. Build more parks and create more open space, specifically in Black and Latinx communities by working with residents to help identify vacant lots that can be converted into community gardens to further increase food access.
2. Update 2019 Climate Action Plan to include additional environmental justice and equity concerns
3. Create buildings and housing that is responsive to climate change, and therefore decrease displacement and improve living conditions, especially in communities of color that are greatly impacted by air pollution, flooding, and heat islands

Priority 2: Prioritize Green Buildings & Infrastructure

First 100 Days:

1. Appoint representatives in each city department to a climate and justice task force that will be charged with embedding climate, sustainability, resiliency and justice across all functions and activities to ensure that Boston can deliver on existing goals and design and develop new more inclusive goals.
2. Prioritize deep energy retrofits in schools and subsidized housing including working with local research institutions to establish guidelines, and update RFP language to reflect deep energy retrofit and electrification strategies.
3. Prioritize enacting new zoning requirements for net zero carbon standards in our buildings.
4. Appoint a representative to specifically review the progress of Boston's Build BPS master plan. Re-establish priorities for Boston's schools that include ensuring any planned new construction is energy efficient, and that upgrades to existing facilities include improvements in energy efficiency like fixing leaky windows and doors, and converting to electric power, heating and cooling systems that can be powered by clean energy to ensure our students have healthy and safe learning environments.
5. Assess progress towards improving affordable housing stock, including allocating funds and accelerating plans to conduct deep energy retrofits with combined electrification to ensure our most vulnerable residents can live in healthy and safe environments.
6. Review the 2021 plans to ensure we are on track to meet our goals to accelerate the transition to zero- and low-emission municipal fleet vehicles.

Longer Term:

1. Accelerate the progress of the citywide zero-emission vehicle (ZEV) deployment initiative, eliminate roadblocks in the plan review phase and enable plan implementation.
2. Continue to develop the municipal EV infrastructure making sure there is equitable access for all residents; incentivize the private sector to invest in EV infrastructure to encourage more purchases of EVs by residents, and to ensure Boston's attractiveness to tourists
3. Understand the progress towards installing electric vehicle charging stations that was delayed due to coronavirus, but is critical to ensuring the city will be able to accommodate the national shift towards EVs.

4. Ensure progress is being made on the effort to develop a vehicle replacement plan to convert municipal fleets to 100 percent zero- and low-emission vehicles, and to deploy electric vehicle charging stations in municipal facilities and lots in accordance with our obligations to the Bloomberg American Cities Climate Challenge grant to evaluate options.
5. Support the Commonwealth's efforts to encourage systemic fuel-switching away from fuel oil and natural gas to electricity or other clean energy.

Priority 3: Invest in Green Jobs

First 100 Days:

1. Report out on the work and recommendations from the workforce development for energy efficiency working group (a convening of the office for workforce development, economic development, and environment department). Understand their priorities and plans.
2. Ensure we are on schedule to expand the vocational and technical offerings, as well as career pathways provided at Madison Park Technical Vocational High School and at other schools within the Boston Public Schools per Boston's Climate Action Plan.
3. Create a green economy that is equitable and accessible to all by prioritizing women and minority-owned businesses to participate in contracts for green projects.

Longer Horizon:

1. The creation of green jobs that provide livable wages, benefits and career pathways for historically underserved communities.
2. Determine whether baseline estimates for future green construction labor needs and financing have been communicated to all stakeholders including Unions, Technical Schools and nonprofit and private job force training organizations.

LGBTQIA+ Community

As Mayor of Boston, I want to lead a City that is a welcoming and inclusive place for our LGBTQIA+ community. I am committed to creating LGBTQIA+ friendly housing, provide additional supports for our LGBTQIA youth such as access to mental health and opportunities to paid jobs and internships, create gender and identity affirming public spaces, promote LGBTQIA+ history and partnering with our community health centers to ensure that our health care practices are inclusive of the LGBTQIA+ community.

The State of Massachusetts is home to the 2nd largest LGBTQIA+ population in the nation and it is crucial that we, as the City of Boston, play our part in doing more to address the prejudicial treatment of our LGBTQIA community. According to a report of the Boston Indicators and The Fenway Institute, a large share of LGBTQ youth of color in Greater Boston are unemployed (32.7%), unstably housed (15.5%) and food insecure (30.9%). Additionally, 48% of

Massachusetts' LGBTQIA+ youth have considered attempting suicide and approximately 32.9% of LGBTQIA+ adults aged 50-75 have received a depression diagnosis.

The LGBTQIA+ community are frequently victims of hate crime and discrimination, and end up in hospitalization from hate crimes more often than any other marginalized group. Over the past year, about 65% of Massachusetts transgender population experienced discrimination in a public space and 17% were recorded to be living in poverty in 2015, compared to 11.5% of the general population.

Priority 1: Prioritize Inclusivity and Equal Opportunity

First 100 Days:

1. Work with the Boston Public Health Commission and our health care centers to ensure that we are providing health care that is gender and identity affirming.
2. Work with the Parks Department to ensure that our public spaces are welcoming.
3. Committed to ensure that our housing is LGBTQIA+ friendly.
4. Promote the LGBTQIA+ history and celebrate milestones.

Longer Horizons:

1. Fight to remove barriers that have historically prevented LGBTQIA+ residents from accessing and utilizing Boston's health care system and housing.

Returning Citizens

As Mayor, I will work to decrease recidivism by ensuring returning citizens have the appropriate services to address their recovery, mental health, physical health, housing and workforce training.

As stated in a Vera Institute of Justice Report regarding incarceration trends in Massachusetts, Black men constitute about 13% of the male population, but about 35% of those are incarcerated. In Massachusetts, Black residents constitute only 7% of state residents, but 18% of people in jail and 27% of those in prison. Moreover, in 2017, Black people were incarcerated at 5.9 times the rate of white people, and Native American people were incarcerated at 4.5 times the rate of white people. Nationally, Latinx people are also overrepresented in prisons and jails, yet common data misclassification leads to distorted, lower estimates of Latinx incarceration rates and distorted, higher estimates of white incarceration rates.

Every year, over 3,000 individuals return to Boston from prison or jail. In 2017, former Mayor Marty Walsh created the Office of Returning Citizens (ORC) with a mission to connect individuals to the resources they need to successfully reintegrate into society. The ORC now

sees 1 in 10 of all returning citizens coming home to Boston, and the majority of returning citizens seeking support from ORC are Black men.

Helping returning citizens transition back into their communities is a matter of racial justice. That is why as Mayor, I will make sure that our returning residents are able to access housing and food resources, receive job training, are offered educational opportunities, are connected to appropriate legal services and are able to obtain health care. We know that sustained support and follow-up over months and years, not just a single touch when a person is released, is critical to avoiding recidivism, avoiding anyone falling through the cracks and helping returning citizens thrive.

Through implementing the following reforms around reentry, those returning to the community will have the support they need in order to lead productive and healthy lives.

Priority 1: Provide Routine In-reach Services to Ease Transition

First 100 Days:

1. Partner with the District Attorney and the Suffolk County Sheriff's office from the first day of incarceration to prepare individuals for returning to the community, including developing programs to help incarcerated individuals remain connected with family, friends, and their community while incarcerated.
2. Increase the number of short-term and long-term treatment beds available for those in recovery who are released from incarceration. Work with facilities to ensure that they will accept people who have been incarcerated for violent offenses, drug offenses, and other types of offenses that are often not accepted by all treatment providers.
3. Work with the Commonwealth to streamline and cut through the red tape involved with having MassHealth/health insurance coverage reinstated prior to release to ensure medical and mental health services continue after the individual returns to the community.

Longer Horizon:

4. Increasing in-reach services with neighboring agencies prior to release to ensure a smooth transition back into the community. Schedule medical and mental health appointments, plan transportation on day of release, obtain identification documents, and make other arrangements for when a person is released to reduce the risk of recidivism that exists when a person is released without support in place.
5. Utilize telehealth to connect soon-to-be released individuals with services before they are released to build relationships that can be continued post-release.

Priority 2: Connect Returning Citizens with Services on Day 1 After Release

First 100 Days:

1. Implement a program to address housing needs before incarcerated individuals are released by connecting them with family or friends and offering financial assistance and services to support these living arrangements.
2. Create a centralized walk-in office near Suffolk County correctional facilities for returning citizens with resources, information, and caseworkers to reduce redundancies and provide ongoing support and services.
3. Increase funding for the ORC by at least \$300,000 to provide support services for returning citizens.
4. Partner with shelter providers to create designated shelter beds specifically for returning citizens.

Longer Horizon:

1. Address "at the gate" anxiety and help ease the transition at the moment of release by implementing a program where a friend, family member or a service provider will meet the returning citizen immediately post-release.
2. Build on the work of the ORC to create a comprehensive centralized office for returning citizens with resources and information from a caseworker to reduce redundancies and the burden on returning citizens to establish ongoing support, services and medication they need to succeed in the immediate period after release.
3. Implement a joint Transitional Housing - Rapid Re-housing program for returning citizens to provide individualized services and financial support for at least three years.

Priority 3: Create On-Going Support for Returning Citizens
Post-Release

First 100 Days:

1. Create partnerships with community health centers to prioritize providing reentering citizens with quality health care that properly addresses any mental health, physical health, and substance abuse conditions. Create specific partnerships for female returning citizens who often have greater health-related needs, including trauma and counseling services.
2. Partner with community-based programs that provide training and job placement services to returning citizens that emphasize placement into high quality jobs with upward potential.

Longer Horizon:

1. Implement a supportive housing program that includes comprehensive, individualized case management, mental health treatment, substance use treatment, and vocational training to enhance residential stability for those with severe mental illness, substance use disorders, and those who are chronically homeless.
2. Physically relocate the current Office of Returning Citizens from the Seaport to a more accessible, central location with easy access for newly released people.
3. Expand on medium-term housing programs, recognizing that the first years following incarceration are especially important for helping to reduce the risk of recidivism.

4. Build on existing career preparation and mentorship programs to match reentering citizens with mentors who share similar backgrounds.

Supporting New Immigrants

Boston is a richly cultural, multilingual, racial and ethnically diverse city. We are a city of immigrants, and as Mayor, I am committed to leading a Boston that is welcoming and inclusive to all. It is crucial that we eliminate racist systemic barriers and accessibility hurdles, and provide more opportunity for all that choose to call Boston home.

According to the Gastón Institute for Latino Community Development and Public Policy publication, the Latinx population has been one the largest ethno-racial growths in the City of Boston, an increase of 35% over the course of a decade. The Office of Immigrant Advancement cites that Boston is home to more that 690,000 residents, 29% being foreign-born, 15% of residents have limited English proficiency and 35% speak a language other than English. The City's top 3 languages spoken other than English are Spanish, Mandarin, and Haitian Creole reflecting the 28% of Latinx, 27% of Black/African American and 26% Asian/Pacific Islander foreign born immigrant populations.

The Mayor's Office of Immigrant Advancement (MOIA), formerly known as the Office of New Bostonians, was created with the purpose of intentionally reaching out and actively engaging with our immigrant communities, as well as to recognize the growing need to support our new Bostonian neighbors. The work they do in connecting immigrants to legal support is vital to the success of our immigrant residents. Over the past year, we have witnessed waves of migration from Haiti and Afghanistan, and I am committed to intentionally investing in MOIA to address and support specific populations and refugees that migrate or flee due to economic, social, political or environmental causes.

Priority 1: Create a Safe and Welcoming Boston and Remove Barriers

First 100 Days:

1. Committed to strengthening and increasing funding to support the Office of Immigrant Advancement (MOIA) to ensure our immigrant residents have access to legal, economic, civic, social and cultural opportunities.
2. Provide our youth with job opportunities by expanding the Fellowship Program for Dreamers, which focuses on work readiness, skill building, academic support and leadership development.
3. Committed to ensuring the City of Boston is inclusive and celebrates the contributions of immigrants to our City by promoting art, music, and the creation of cultural districts across our City.
4. Increase access to English Language Programs across the City of Boston.

5. Provide an after school program opportunity for students and parents to learn English together.

Longer Horizon:

1. Develop and create a City of Boston based ID card in partnership with the immigration community and various City and State agencies to improve access for undocumented immigrants.

Priority 2: Increase Education Services

First 100 Days:

1. Increase cultural competency in our Boston Public Schools and increasing bilingual education opportunities to create welcoming and supportive environments for our immigrant and undocumented students.
2. Increase awareness to undocumented students that they can go to college regardless of their status. Although they cannot receive federal aid, Boston Public Schools can and will connect them to other financial resources.
3. Create more adult education opportunities for immigrant and undocumented residents.

Longer Horizon:

1. Create a City funded scholarship opportunity for students and adults who want to pursue higher education, but are unable to access certain scholarships due to immigration status.
2. Create a cultural day in our schools where our students can learn and share about each other's culture and traditions.

Bostonians with Disabilities

To improve health outcomes for all of our residents, it is crucial that we continue Boston's work to create a more accessible and inclusive City for people with disabilities by addressing the challenges in accessibility of housing, employment, healthcare, transportation and City services. As Mayor, I will be a strong advocate for Bostonians with disabilities and partner of the Boston's Disabilities Commission by promoting equity so that residents with disabilities have the freedom and support to fully participate in all aspects of life in Boston.

Priority 1: Housing

First 100 Days

1. Provide programs that help residents with disabilities to find affordable housing through public housing, rental assistance, subsidized housing, and voucher programs, and arrange for long-term care.

Longer Horizon

1. Develop long-term housing planning resources and supports for families and caretakers.
2. Require developers to build accessible, affordable units, especially in projects near transit, that are made available to people with disabilities.
3. Mandate that landlords provide clear communications to tenants with disabilities (e.g. interpretive services).

Priority 2: Health, Education, and Jobs

First 100 Days

1. Ensure that students with an Individualized Education Plan have an advocate and are receiving the services that are outlined in their plan and that they have equal opportunities to jobs, workforce training, career pathways and higher education. We must make certain that they are receiving the transitional supports they need when moving on from elementary to high school, high school to higher education, employment or individual living.
2. Arrange job training, substantive employment, employer training programs, and connection services for Bostonians with disabilities.
3. Mandate that organizations contracting with the City of Boston for goods and services recruit, hire, retain, and advance qualified people with disabilities.

Longer Horizon

1. Connect residents with disabilities to health care resources and health insurance programs.

Priority 3: City Services and Our Public Realm

First 100 Days

1. Continue to ensure that all of Boston's facilities, including playground and parks, public programming, events and activities in the City are accessible to residents with disabilities, allowing people to participate in every aspect of life.
2. Help residents file ADA grievances at the Disabilities Commission and provide legal information and guidance.
3. Ensure accessible parking through permits, registration and coordinating with businesses in Boston.
4. Provide technical assistance for residents with disabilities when working with the City departments, agencies, and websites.

Longer Horizon

1. Provide resources to help with training for use of adaptive vehicles.
2. Ensure that there are sufficient restrooms and private spaces throughout the City and in public buildings.