Q: A previous mayor attempted to privatize all Union jobs at PGW via a deal that did not protect the jobs, pensions, or health care of bargaining unit members. The Union was completely shut out of the sale process. The Union, along with community groups, vehemently opposed the sale that would have hurt Local 686 workers and was successful in having City Council reject the deal. Do you support the privatization of the Philadelphia Gas Works, and will you attempt to sell the Company during your tenure as Mayor?

A: I generally do not support the sale or privatization of public assets, although I recognize the allure of a massive influx of badly needed cash to shore up our pension plan or fix our crumbling schools. I believe and the record has shown, that with strong leadership and accountable management, public assets like our utilities can and do provide real value to the city, ratepayers and workers.

I also recognize that the ability to continue to improve and sustain public assets may be compromised by a lack of available funding. One area I would be open to further discussion about are public-private partnerships like the ones supported by former AFL-CIO head Richard Trumka, which would protect workers, protect ratepayers, and allow for needed cash infusions. I would, of course, want to partner with Local 686 from the earliest discussions.

Q: Under what circumstances would you privatize public jobs?

A: I do not support efforts to privatize basic city services except in emergency situations limited in duration and scope. I believe the city has done a poor job of attracting and retaining workers, in part because it has not created a
significant career path for workers. As mayor, I will look to build a strong, vibrant city workforce and provide needed services effectively and efficiently. But so there is no doubt: I commit to funding libraries and pools, health centers and rec centers, but I will not allow them to be closed because we can’t find city workers. I will do all I can to recruit and retain workers, but libraries, pools and rec centers will remain open and available even if it requires seeking workers who are not city workers.

Q: If you believe that PGW should be privatized, what role will you guarantee that the Union would play in any negotiations with a prospective buyer? Would you build in guarantees in any sale agreement for Union jobs, pensions, health care, and successorship, all for an extended period of time?

A: I do not support the privatization of PGW. I would, in collaboration with Local 686, be open to further discussion about a public-private partnership like the ones supported by former AFL-CIO head Richard Trumka, which would protect workers and ratepayers in order to allow for needed cash infusions to allow PGW to continue to meet our community’s needs. Protecting the jobs of and benefits for Local 686 workers would be a primary consideration of any decision to move forward.

Q: PGW has become a profitable enterprise that pays an annual fee of $18 million to the City of Philadelphia. The Union has been a partner in PGW’s recent successes. What will your goals be in bargaining a new Collective Bargaining Agreement with Local 686?

A: I would have the same goals in negotiations with Local 686 as I will have with every city union: how do we get the best deal for our workers and taxpayers? I believe that unions make us stronger and that workers have the right to have a good job that provides career opportunities and benefits. I believe that PGW will continue to thrive, as it has in recent years, and I hope and expect the next negotiation unites the utility and its workers to the benefit of its customers and taxpayers.
Q: What is your view of the respective roles of the PUC, the Philadelphia Gas Commission (PGC), and the Philadelphia Facilities Management Corporation (PFMC) (the Board of Directors) going forward? Would you attempt to consolidate regulatory authority with any particular group?
A: I do not have any role in the management of the PUC, but I will, as mayor, appoint collaborative, talented industry and organizational leaders to positions on the PFMC and PGC in order to have one set of plans, with specific goals and objectives. As I have pledged repeatedly, I will run the most transparent administration in city history in order for Philadelphia to hold me accountable for results, including sound operation of PGW.

Q: Much has been made of the accelerated replacement of PGW's cast iron main, despite the Company's superior safety record compared to other private utilities in Pennsylvania. What is your view with regard to acceleration of this program, and how should it be staffers (with UWUA's unionized workers or with increased employees from contractors)?
A: I believe that the significant amount of federal funding available for infrastructure projects should be used to make long term investments in our city's aging infrastructure and I am disappointed that the Kenney Administration has not done so, preferring to use the funds to replace revenues. As mayor, I will move quickly to reorient spending to invest in aging infrastructure utilizing city employees except in those circumstances when funds may be forfeited if we are unable to complete the work in the federal government's time constraints.

Q: What is your view of PGW's current management team? What review of PGW's management structure do you intend to conduct? What role will you provide the Union in future decisions regarding who runs PGW?
A: I believe that PGW's current management structure, and the people in key roles, is working well. I believe the union, as the voice of the workers, should be part of those helping determine PGW's future.

Q: The current administration has often been an active participant in
Collective Bargaining, even attending certain negotiating sessions to help ensure that a fair deal was reached, and labor strife was avoided. What will be the approach of your administration to collective bargaining between PGW and Local 686? Will you have an open door for us to address our concerns? Will you appoint a labor friendly deputy mayor to assist in these areas?

A: I will approach working with PGW and Lock 686 the same way I have throughout my career: collaboratively. I believe we are better when we work together. I recognize that does not mean everyone gets everything they may want, but coming to an agreement on goals and tactics makes for better results. Part of that requires regular and forthright discussions and I will keep an open door to Local 686. I believe that PGW will continue to thrive, as it has in recent years, and I hope and expect the next negotiation unites the utility and its workers to the benefit of its customers and taxpayers. I have not made any commitments on appointments at any level so I can not commit to appointing a deputy mayor dedicated to labor, but I will commit to having a talented, trained professional lead our negotiations and be a secondary point of contact (after me).

Q: In the past, organized labor has had a position on the PFMC which runs PGW. In Germany, the President of the Auto Workers has a seat on Volkswagen's Board of Directors in order to ensure the workers' views are taken into account when decisions are being made that affect them. Will you guarantee a spot on the PFMC to an Officer of Local 686?

A: I have not made any commitment about appointments at any level, not have I promised to create new positions or departments, despite dozens of requests to do so in this campaign. What I will commit to is being an active partner with PGW and Local 686 and appointing professionals who are able to carry out my agenda.

Q: Recently, the City conducted a "PGW Business Diversification Study" that seemed to seek out ways to eliminate natural gas as a source of energy for Philadelphians through "Electrification" or other alternatives, despite the fact that change would decimate the PGW
workforce, send them back into poverty with no healthcare, and impose significant additional costs on PGW's poorest residents. Have you taken a position regarding this Study and its suggested alternatives?

A: I believe the best organizations use strategy and planning to plan for changing needs and to seize opportunities. While I do not support the elimination of natural gas as a source of energy, I do believe that PGW and the city should regularly review the demand for energy and plan to keep PGW a vital part of our energy solutions. Energy demand and production has repeatedly changed in the years since PGW was established and it has transformed itself and its operations to meet demand and I am certain it can continue to do so.

Q: Do you have a position on the continued use of natural gas as an energy source in Philadelphia?

A: I have publicly announced to other groups looking to eliminate PGW my support for the utility and its workers and, to those same groups, ruled out banning the use of natural gas in new construction in the city.

Q: Do you have any plans or desire to eliminate or reduce natural gas as a source of energy?

A: I do not and have ruled out banning the use of natural gas in new construction in the city to other groups in this campaign.

Q: If so, how do you plan to ensure that the unionized workforce continues to work in this highly specialized craft and not be subject to job loss/reduced benefits, etc.?

A: N/A

Q: Will you guarantee that Local 686 leadership is a crucial partner in any decisions regarding the future of PGW?

A: Yes.
Q: What is your view on increasing PGW's capacity to liquify natural gas at its current facilities or otherwise expanding existing operations?

A: I believe the market for energy will largely determine whether there is increased demand for natural gas that would mandate PGW expand its capacity to liquify natural gas. If there is demand, I will support increasing capacity. If for some reason, the market moves to other energy sources, I will help PGW and its workers prepare to once again be a critical part of our energy solutions. Energy demand and production has changed many times since PGW was first established, and each time it has risen to the occasion. I will work with Local 686 to ensure it does again if any changes are necessary.

What are the top three issue themes for your campaign?

I believe there are three key priorities for the next mayor:

- **Community safety:** I am proud to be the only candidate to have released a comprehensive plan to improve public safety in every community, with a 10 point action plan for my first 100 days. On my first day in office, I will declare a Crime Emergency to target violent crime and crack down on illegal guns, declare a health emergency for Kensington, and begin to rebuild our broken public safety infrastructure.

- **Economic opportunity and jobs:** Philadelphia has the highest-among-big-cities poverty rate and one of the lowest business formation rates in the country. If we are going to address our city's poverty, we must provide residents with real economic opportunity. I believe as important as it is to have more people working at good wages, it is critical Philadelphia increase the number of entrepreneurs and neighborhood business leaders.

- **Restoring lost faith and trust in government:** Philadelphia is headed on the wrong track, and its seeming inability to provide community safety, fix our crumbling schools or provide basic city services is causing people to lose faith in our collective future. As mayor, I will focus on what is most important, hire and support qualified leaders for each city department, and hold them -- and myself -- accountable for results.