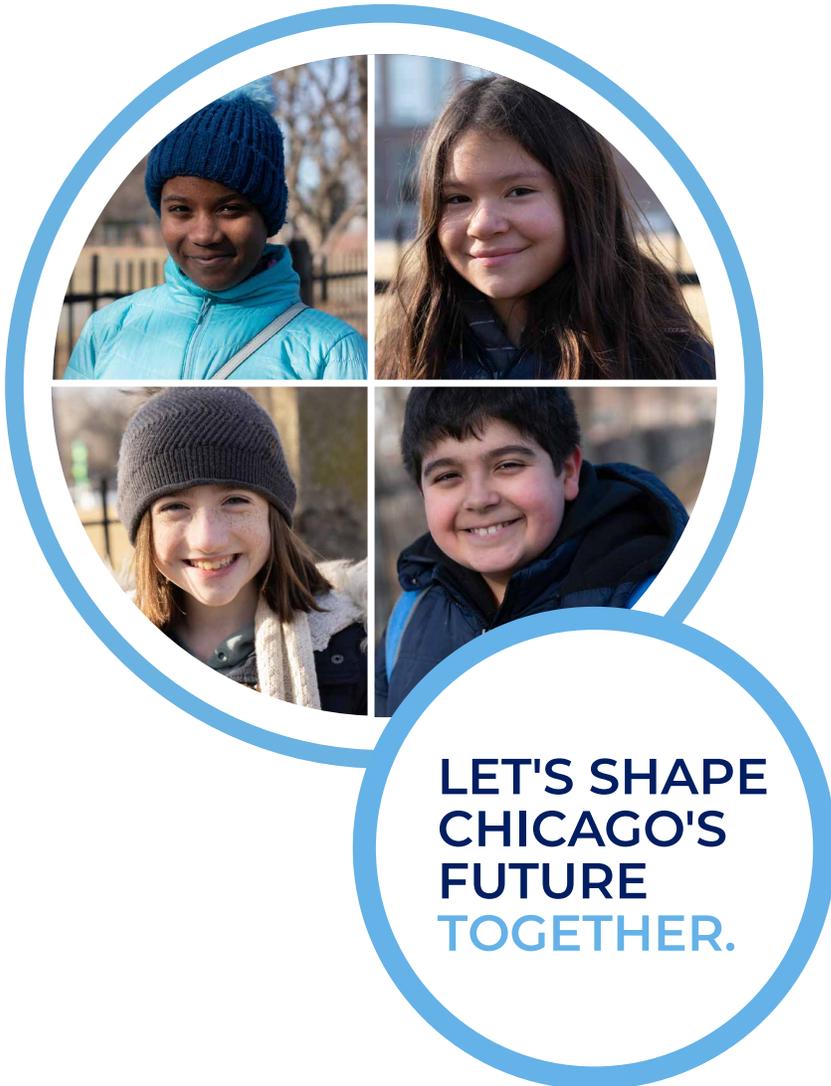


FUTURE NOW

★ ★ PLAN ★ ★



LET'S SHAPE
CHICAGO'S
FUTURE
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SUSANA ★
MENDOZA
FOR **MAYOR**

www.susanamendoza.com

Table of Contents

3	Introduction
4	Public Safety
14	Education
25	Inclusive Economic Development
33	Progressive Revenue
41	Transportation
49	Ethics Platform
56	LGBTQ+ Platform
67	SHE Plan
73	Environment Plan



Chicago needs a mayor who is concerned about the next generation, not just the next four years. This is no time for a caretaker mayor or someone who represents the status quo. We need to prepare Chicago for the jobs of the future, not just focus on the past.

The big issues that Chicagoans face – violent crime, high property taxes, under resourced schools — those are issues I have dealt with my whole life. It's time to have a mayor who is from the neighborhood, who understands neighborhoods and puts neighborhoods first. I'm excited to work with all Chicagoans. To that end, my Future Now Plan starts with my vision to make our streets safer, improve schools in every neighborhood, create economic growth across the city, and lay out a fiscal path that moves away from taxing seniors and families who can least afford it. As the campaign unfolds, I will add to the Future Now Plan my ideas on housing, transportation, and health.

I did not invent all of these ideas from scratch on my own. I've listened to neighbors and experts from across the city to frame a future that makes Chicago work for everyone. Many ideas build on existing programs here in Chicago or borrow from plans that are working in other cities.

The next mayor still will have to tackle serious fiscal challenges without adding to the burden of already hard-pressed homeowners. Having led the state through the worst fiscal crisis in its history, I feel well qualified to lead that effort.

Read my plan and tell me what you think by visiting www.susanamendoza.com/letmeknowwhatyouthink. I look forward to adding the best feedback to my Future Now Plan, so we can shape Chicago's future together.

Public Safety



PUBLIC SAFETY AND POLICE ACCOUNTABILITY

Susana Mendoza was born in Little Village on Chicago's Southwest side to Mexican immigrants. When she was 7 years old, a gang-related murder on the block where she lived drove her parents to leave Chicago. It wasn't her choice to leave, but it was her choice to come back after she finished school. Susana vowed to return after graduating college to tackle the related issues of violence, education and economic opportunity, and she's been working to help those in the community she grew up in ever since. Susana's public safety plan aims to ensure that no family has to leave their neighborhood because they don't feel safe.

As a child from a neighborhood victimized by violence and as the sister of a police detective, Susana sees this issue from a unique perspective that no other candidate for mayor possesses. To address today's levels of violence and build trust between police and the communities they serve, Susana has a comprehensive strategy that tackles the systemic issues of economic disinvestment, institutional racism, criminal justice inequality, and segregation. Too often, we address these problems when it is too late rather than proactively solving the problem.

Susana's plan takes a holistic view of the crime problem—not just hiring more police, but attacking the root causes of violence by investing in at-risk youth and returning citizens. Specifically, she will take the following steps:

Revamp training for police officers.

For too long, police training has been viewed as something we only do to prepare new recruits. We need to completely revamp the CPD's training programs – whether it is pre-service at the academy, in-service with veteran personnel on a regular basis, and in the field where commanders should use everyday examples on the street to reinforce these trainings learned or relearned in the classroom. We owe it to every mother who watches her child walk out the door, and we owe it to every spouse of every officer who walks

out the door in the morning, to do everything we can to make sure they all come home safely – and that starts with better police training.

Prioritize de-escalation in training.

Susana is strongly committed to training and equipping our officers with the tools and the lessons to de-escalate first, rather than engage first. Our police personnel need better training in de-escalating domestic violence situations, ones that can be as potentially deadly to the officer as they are to the victim.

Implement crisis intervention training.

Our officers need better training to recognize mental health issues when they arrive on the scene, especially recognizing when someone is both a real danger to those around them and a danger to themselves. We should ensure that all sworn officers receive Crisis Intervention Training in the academy so that they can be certified on day one, not 18 months into their service.

Create a new training facility as a community hub.

It is impossible to train, re-train and constantly update the trainings of 12,000 police personnel with the out-of-date, out-of-scale training infrastructure we have in Chicago today. That's why Susana supports building a new police and fire training academy. As part of the construction of the academy, Susana believes that it should be turned into a true community hub with space for local nonprofits and social service organizations and adjacent parks that are safe places for children to play.

Invest in smart community policing.

We should all admire any man or woman who puts on a uniform and is willing to lay down their life to protect the lives of people they have never even met. Whether they are marines or soldiers or sailors or closer to home serving as our police officers, firefighters and EMTs, we should honor those who put their lives on the line every day. But while those who wear a police uniform are everyday heroes, they ought not have the warrior mentality of those heroes who serve in our armed forces. When it comes to tackling crime here in Chicago, there should be no "us and them." There should only be "we."

Despite the fact that they carry a firearm and wear body armor similar to what our soldiers wear, we need to instill in our police officers a completely different ethos – one the Obama Justice Department report calls a "guardian mindset." Restoring trust between people in our neighborhoods and the men and women who serve them is absolutely fundamental to a comprehensive effort to reduce crime. Trust is at the core of effective policing, and Susana will support community policing strategies and reforms that build confidence in law enforcement.

Expand community policing.

Over the past few decades, investment in community policing has declined sharply. In 2016, Chicago's community policing program, CAPS, had less than a third of the budget it had in 1999. Susana will make needed investments to increase the number of officers in the CAPS program, build community awareness and relations into officer training, and expand the use of community stakeholder meetings to bring more residents to the table.

Bring communities into community policing training.

Susana will work with faith and community leaders to incorporate diverse communities into the training process, so officers can better interact with the neighborhoods they serve.

Build upon proven policing strategies.

In recent years, CPD has implemented new tactics and strategies that are showing positive results. These new tools range from establishing district-level intelligence centers and leveraging technology to reduce response times, to equipping officers with body cameras and increasing the

number of tasers available to officers. Susana will make the investments necessary to expand the use of these critical tools throughout the city.

Invest to expand street-level intervention.

Susana will support the return of street violence interrupters who identify and resolve conflicts before they escalate in targeted neighborhoods under stronger management and oversight by the city. Previous efforts to scale up violence interruption work have not succeeded in part because of a lack of oversight and accountability for nonprofit partners. In Los Angeles, a city with a similar gang proliferation challenge as Chicago, the city's violence interruption strategy is coordinated from the mayor's office and better integrated with the police department. Susana will invest in violence interruption nonprofits while bringing Chicago's oversight and accountability standards closer in line with other major cities to ensure the success of scaled up programs.

Reform governance and policing practices to rebuild trust.

Susana's unique perspective on policing is grounded in her personal experience: she grew up in a neighborhood with rampant violence and experiences a similar stress every day with family on the police force. Susana will work to implement policies that increase trust and cooperation between law enforcement and the communities they serve. In Chicago, police solve less than one in six homicides, well below the national average of 60%. This failure to solve homicides and shootings is driven in part by a lack of trust in the Chicago Police Department. Susana will work to rebuild trust in the police through a series of balanced reforms.

Implement the consent decree in good faith.

Through a consent decree negotiated with the Illinois Attorney General, an independent monitor will have oversight over police reform. These reforms will cover a range of subjects from community policing, to use of force, to conflict de-escalation. Susana's administration will work hand-in-hand with the independent monitor and Illinois Attorney General to ensure that the required reforms are fully funded and implemented.

Susana's unique perspective on policing is grounded in her personal experience: she grew up in a neighborhood with rampant violence and experiences a similar stress every day with family on the police force.

Support a balanced approach to governance reform.

Susana supports a balanced set of reforms to increase the role of civilians in CPD oversight. Susana will listen to the concerns of the community, including groups like the Grassroots Alliance for Police Accountability (GAPA), while ensuring that the mayor ultimately has strong accountability and responsibility for the actions of the city's police department. Susana will negotiate a set of governance reforms that balances the need for a greater community role in police decision making with the need to ensure law enforcement experts are able to develop strategies to reduce crime.



Expand initiatives to coordinate violence reduction across departments.

Over the course of the past decade, the mayor has relied upon a handful of staff to coordinate the efforts of the multiple departments that affect public safety. Susana will increase the amount of staff resources dedicated to help manage the many contributors to public safety, from law enforcement, to community engagement, to violence prevention. By creating a new Office of Violence Reduction, with a robust team supported by staff members from every affected department, Susana will ensure that the city's violence reduction efforts are being executed in a coordinated manner, rather than stuck in bureaucratic silos.

Develop an early warning system for problem officers.

An external analysis of CPD complaint data dating back to 1988 found that small networks of police officers are responsible for a disproportionate number of complaints. This point was confirmed in the consent decree negotiated with the Illinois Attorney General,

who mandated the creation of such a warning system. For many of these problem officers, their conduct worsened over time as early incidents occurred without discipline. Susana will make it a priority to develop an early intervention system to identify at-risk officers before they graduate from the academy, and to intervene with training or discipline for serious offenders who are already in uniform.



Improve the case closure rate.

In 2017, Chicago saw an abysmally low 17.1% closure rate on homicides. That fell even further in the first half of 2018 to 15.4%. With every case that goes unsolved, trust is lost amongst Chicagoans and the cycle of violence continues. Susana will tackle this problem with the following initiatives:

Increase the number of detectives and empower them to solve more crimes.

Susana will prioritize hiring detectives to help close cases more quickly, prevent retaliatory violence, and get criminals off the street before they are able to strike again. Her first budget will call for at least 100 new detectives to bring the total to 1200 officers, and additional investment in the training and technology they need to be successful. These detectives will pay for themselves by more quickly closing cases and bringing down the Department's staggering overtime costs.

Expand training for detectives.

Susana recognizes that hiring more detectives is not enough to combat the low clearance rates, so she will direct the Superintendent to improve and update training that provides detectives with

the latest resources to build strong cases as well as the skills to improve interaction with residents. Additionally, she supports implementing regular refresher training for detectives that covers any legal updates, new technologies, and new policies and procedures.



Mendoza: More neighborhood schools, more social services, more police detectives

Crack down on illegal guns.

One of the core drivers of Chicago's higher homicide rates is the sheer volume of illegal guns that enter the city. Susana has a strong track record of fighting against the influx of illegal guns. In addition to voting in favor of a 30-day waiting period for handguns, Susana sponsored legislation allowing prosecution of illegal gun sellers for crimes committed with that gun for one year after sale. She also supported legislation allowing for revocation of a firearm owner's identity card for a parent or guardian who is unable to prevent their child from gaining access to firearms. According to a gun trace report prepared by CPD, in 2016 Chicago police recovered 6 times as many guns per capita compared to New York City, and 1.5 times as many guns per capita as Los Angeles. In recent years, two out of five guns recovered were originally purchased from Chicago-area federally-licensed gun dealers. Susana will support efforts to pass common sense gun control and get illegal guns off the streets.

Pass gun dealer regulation.

Susana will work with Governor Pritzker and Springfield legislators to pass common sense regulations to crack down on the flood of guns entering Chicago from suburban gun dealers. Over the past two years, legislators have worked to develop a

balanced approach that would require gun dealers to obtain a state license or certification and put preventative measures in place, including installing security systems, training employees on straw purchasers and other risks, and developing a safe storage plan, among other changes. Due to Governor Rauner's opposition, advocates were unable to pass this legislation in the General Assembly. With change coming in Springfield, we have an opportunity to help push these reforms forward.

According to a gun trace report prepared by CPD, in 2016 Chicago police recovered 6 times as many guns per capita compared to New York City, and 1.5 times as many guns per capita as Los Angeles.



Address root causes of violence by supporting a public health approach to violence prevention.

Data show that our neighborhoods suffering from the highest crime rates are also struggling with other challenges such as high unemployment rates, lower life expectancies, and other public health issues. Susana knows that this strong link means the city must take a public health approach to addressing the violence in our communities.

Pilot mental health co-responders.

To strengthen CPD's crisis intervention and conflict de-escalation strategy, Susana will direct the Superintendent, Department of Public Health, and Office of Emergency Management to develop a pilot to deploy mental health specialists with police officers to respond to incident calls. Under this approach, which has been adopted in a handful of other cities, mental health providers would respond to 911 calls with CPD officers and work to link individuals in need of treatment to services.

Support successful school-based prevention programs.

Susana's 50NEW (Neighborhood Education Works) Initiative will work to find and expand proven solutions that cross the boundaries of violence prevention, educational achievement, and economic opportunity. Over the course of the past decade, several innovative nonprofits have developed and expanded a number of proven violence prevention programs that serve at-risk CPS students. Programs like Becoming a Man, Working on Womanhood, and Choose to Change currently serve thousands of CPS students and have successfully reduced the likelihood of a student becoming the victim or perpetrator of a violent crime. Today, the city and its sister agencies invest more than \$11 million in these programs. Susana will maintain funding for these initiatives and look for opportunities to expand them, including by offering them space in community schools as part of the 50NEW Initiative, which is detailed later in this plan.

Expand programs that target at-risk residents with jobs and services.

There are a number of programs that provide entry-level jobs in addition to cognitive behavioral therapy and social services to individuals at heightened risk of being victims or perpetrators of violence. From Heartland Alliance's Rapid Employment and Development Initiative (READI) to the Emerson Collective's Chicago Creating Real Economic Destiny (CRED) program, Susana will build on these private and philanthropic efforts to identify sustainable funding for programs that work.

Invest in strong re-entry programs.

To take on violence in a meaningful way, the city must create a comprehensive plan with its county partners to address recidivism. Not only is repeated incarceration costly, failure to support rehabilitative programs in prisons can result in incarcerated individuals becoming more violent upon reentry into society. Building on models like the ACE program from the Safer Foundation, Susana will support programs that include prison education and

workforce development to give formerly incarcerated individuals a pathway to stability and self-sufficiency. In addition to reducing violence, strong re-entry programs would have a significant economic impact. A recent report by the Illinois Sentencing Policy Advisory Council (SPAC) found that with a 10% reduction in recidivism, Illinois would see \$301 million in taxpayer savings and \$150 million in economic activity.

Promote strong mentoring programs.

Susana knows the powerful impact mentors can have in transforming lives because of her own experience at places like the Boys and Girls Club. In order to support an approach that doesn't only treat the symptoms of violence, Susana knows there has to be investment in programs that give children in every neighborhood an opportunity to find their own pathways to success. As mayor, she intends to build upon the successes of programs like BAM and WOW, in addition to giving mentorship programs space in underutilized schools as part of her 50NEW Initiative.



Education

A STRONG PUBLIC EDUCATION FOR ALL CHICAGOANS

As the parent of a 6-year-old attending a neighborhood public school, Susana is deeply and personally invested in the future of Chicago public education. Susana wants parents, grandparents, and teachers to have more of a voice in our schools, and she wants the next mayor to share accountability for improving schools. For too long, education policy has been something done *to* our communities and done *to* our families, not worked out *with* our parents and *with* our teachers. As mayor, Susana will change that.

Access to a quality education is the bedrock of a strong city. Our most pressing problems—from high crime rates to lack of jobs and economic development—can be addressed by ensuring strong neighborhood schools that create opportunity hubs in every community. We should be proud of the success achieved by CPS teachers and administrators, with record-high graduation rates, higher test scores, the largest IB network in the nation, and stabilized finances. But our real work has just begun. We must ensure every child in every community receives the same high-quality education at their neighborhood school.

Susana’s education plan is built around a simple goal: to close the achievement gap. Susana believes that we can cut the achievement gap by half in the next eight years and set Chicago Public Schools on a path to eliminate it entirely. **While some simply look to the next 50 schools that can be closed, Susana’s 50NEW (Neighborhood Education Works) Initiative is focused on doubling down on the neediest schools by expanding wrap-around services, increasing the number of social workers, and investing in school-based supports in high-poverty schools.** Where buildings are underutilized, she will work to put unused space to use by offering subsidized rent to local nonprofits so that our schools become true community hubs.

Create a more equitable district.

Too often when it comes to education, your zip code determines your destiny. Even though Chicago students outperform their peers with similar demographics outside of the city, there is more work to do. A University of Chicago study found persistent achievement gaps between Black and Latinx students and their white and Asian peers when it came to high school graduation rates, college enrollment, standardized test scores and graduating GPAs. It also found that male CPS students often lagged behind their female peers. That's unacceptable to Susana. Susana will make equity a priority to ensure that we as a city are investing more in educating children in underserved neighborhoods.

Implement the 50NEW Initiative.

Rather than close schools with low enrollment, Susana wants to reinvest in 50 under-enrolled, underutilized schools and turn them into true community hubs using the community school model. Using the additional equity funding coming from Springfield, these schools would partner with day care centers, family service providers, job training organizations, and other social service providers to provide wrap-around services to

neighborhood kids and their families—everything from nutrition to life skills training to after-school academic help and counseling. By providing these wrap-around services, we can ensure that teachers can teach and principals can lead.

1. Additional social workers and college counselors in the schools that need them.

Earlier this summer, CPS invested \$26 million to hire 160 social workers and 94 special education case managers to work inside district schools. The unique needs of students in CPS' neediest schools require additional investment to provide the supports these students need to thrive. These wrap-around services are critical to helping close the achievement gap and can be funded by an equitable distribution of CPS resources. Susana will work with stakeholders to set a goal for expanding these supports and commit to providing the necessary resources.

2. Nutrition that students need.

We all know that children can't learn when they're hungry or worried about being hungry again soon. That's why Susana helped create the Illinois School Breakfast program when she was a state representative and it's why she wants to help children get the nutrition they need as part of her 50NEW Initiative. While parents and local community members are taking advantage of job training and other services offered by the community schools, students will have the opportunity to eat supper after school. This will give students the energy and focus they need to get their homework done and prepare themselves for their next day at school.

3. After-school educational support.

Every student should understand that if they need additional help, they can ask for it. That's why the 50NEW Initiative provides

for after-school staff who can help with homework or provide additional support to those students with difficulty in reading or math. These programs will also give parents peace of mind that their children are in a positive educational environment after school, and if they should fall behind in their schoolwork, they have every opportunity to catch back up.

CHICAGO SUN*TIMES

Mendoza vows to transform 50 under-utilized CPS schools into community anchors

While some simply look to the next 50 schools that can be closed, Susana's 50NEW (Neighborhood Education Works) Initiative is focused on doubling down on the neediest schools by expanding wrap-around services, increasing the number of social workers, and investing in school-based supports in high-poverty schools.

4. Job training and services.

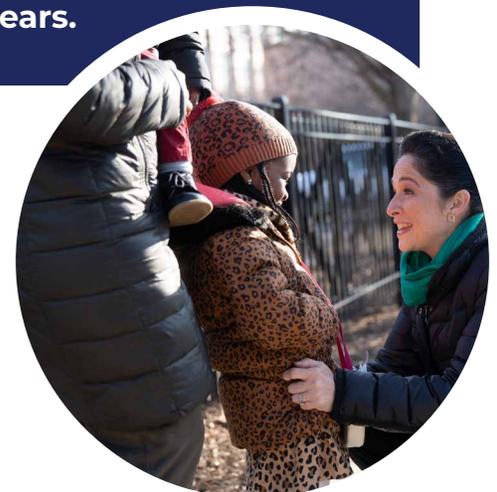
For parents who are in search of employment, juggling the job search with the responsibility of finding child care and ensuring your children are getting the academic help they need can be an insurmountable challenge. The 50NEW Initiative means you can find all of that under one roof. By offering space for skills training and employment service organizations in underutilized schools, parents will be able to unlock their own economic potential at the same time their children are catching up on homework and eating supper.

Develop a fairer funding formula.

Within the CPS school district, there exist real disparities between schools in wealthier neighborhoods and those in neighborhoods suffering from high rates of unemployment and crime. CPS should develop a new equity formula to distribute its share of the new funding that CPS will be receiving in the coming years

under the new education funding formula. Susana was a strong supporter of the reform, traveling the state with State Sen. Andy Manar to advocate for changes that gave Chicago schools more equitable funding. The new Springfield formula established a funding target for each school district based on student population and the cost of nearly three dozen practices proven by research to benefit students. Under this bill, the State of Illinois is called upon to invest an additional \$350 million in school funding every year over the next decade, with CPS receiving nearly 20%.

CPS should develop a new equity formula to distribute its share of the new funding that CPS will be receiving in the coming years.



Assign high quality teachers to under resourced schools.

Every student deserves a teacher who is invested in their growth and believes in their abilities. As a state representative, Susana helped lead the passage of a bill that helped save over 3,000 teaching jobs. Susana wants to invest in high quality teachers because she knows that there's no way to close the achievement gap without them. Through the Opportunity Schools initiative, CPS has recruited strong teachers for 50 schools in low-income neighborhoods and paired them with intensive teacher retention and leadership supports. Susana will expand and improve this initiative to ensure that the district has a pipeline of quality teachers ready to join schools that need them.

Strong investment in special education.

When Susana got to the comptroller's office, quarterly categorical payments that schools relied on to fund special education programs and transportation for students with special needs were running nearly a year behind. Susana tackled that problem head-on by re-prioritizing payments to

ensure that the state's most vulnerable populations were being served first. As a result, Chicago Public Schools received \$119 million in special education funding it had been expecting to receive months earlier. As mayor, Susana will continue to ensure that schools have the resources they need to give every student a quality education, no matter their abilities.

Expand Early Childhood Education.

Studies show that the educational benefits of pre-K education are significant. A recent analysis by CPS found that students who attended pre-K achieved higher GPAs, better attendance, and higher standardized test scores by the time they reached the 3rd grade than their peers who never enrolled in pre-K. From the impact early education has on early brain development to the support it offers to the schedules of working parents, there is a growing consensus that universal early education is a fundamental building block of a fair economy. By leveraging TIF funds that can be used for child care and dedicating a portion of the equity funding coming from Springfield to this initiative, Susana will help ensure that every Chicago Public Schools student starts kindergarten off on the right foot.

Ensuring universal full-day pre-K.

As the parent of a Chicago Public Schools kindergarten student, Susana knows how important it is to have quality pre-K programs that get children ready for kindergarten. With full-day pre-K, parents can have the peace of mind that their children are in healthy learning environments and spend less time arranging child care and transportation for their kids. Susana will continue the expansion of universal pre-K programming and advocate for a dedicated source of funds from Springfield to support the initiative. Once fully implemented, this program will provide free, quality full-day pre-K to more than 24,000 four-year-olds.

Protect and improve the quality of pre-K programs.

Susana will ensure that principals are evaluated fairly and transparently on the quality of their pre-K programs and the impact these programs have on kindergarten readiness. Susana will also ensure that pre-K programs are using proven evidence-based programs to tackle racial and socioeconomic achievement gaps.

Enhance Accountability and Credibility.

The credibility of the Chicago Public Schools has taken a hit in recent years following a succession of CEOs brought down by ethics scandals. Susana will take decisive steps to restore faith in our school district.

An accountable school board.

Susana supports an elected school board. This type of local representation gives community members an additional and highly valuable avenue for engaging in the decision-making process. Susana also believes that, as the city's chief executive, abdicating responsibility for our city's most valuable asset — its young people — would be a failure of leadership. That's why she supports an elected school board that also has mayor-appointed members. This ensures mayors are invested in the success of neighborhood schools, while guaranteeing community members avenues for engagement in public education. Similar models are followed in Washington, D.C. and Baltimore County, Maryland, and adopting the approach in Chicago would make the Board more accountable to residents while ensuring that mayors continue to have skin in the game.

Reexamine previous privatization decisions.

Recent privatization decisions involving school janitors, building engineers, and food service have been met with mixed results. Susana will undertake a thorough and independent review of all CPS privatization decisions to determine whether management improvements or outright reversals are needed to ensure quality of services for our children.

Hold charter schools accountable.

Susana believes that we need to first prioritize our neighborhood schools and will make sure that the charter schools that exist are held to the same high standards as neighborhood schools. She will also stand by teachers' right to organize and collectively bargain in charter schools, just as she stood in solidarity with teachers at Acero charter schools.

Focus on Quality.

Students must know that no matter what part of Chicago they're from, they have an equal shot at a quality education. Preparing a student population as diverse as Chicago's for a lifetime of success requires a broad range of approaches. While methodologies may vary based on

student need and interest, there must be one constant across the district: quality. Susana will ensure that there is a focus on quality programming across the district.

Expand access to proven models.

Susana will expand the district's International Baccalaureate, STEM, and Military high school programs because, with graduation rates above 80% and freshmen on-track rates above 90%, we know these programs work. Susana will work to ensure that every child in every neighborhood has access to these opportunities.

Protect the full school day.

After transitioning to the longer school day in 2012, a student entering kindergarten now receives nearly 2.5 additional years of instruction by the time they graduate high school. This extra time in a classroom with our world class teachers is a key driver of student growth. Susana will maintain a full school day to ensure that the district maintains the momentum of academic improvement of the past few years.

Provide autonomy for school principals.

Principal autonomy is one of the distinguishing characteristics of CPS, where principals have more discretion over their budgets and their schools than their suburban peers. According to the Chicago Public Education Fund, the leadership of a principal accounts for 25% of the total school influence on a child's academic performance. Over the past decade, CPS has increased principal autonomy over budget, curriculum and schedules, while investing in the retention and pipeline for quality principals through a range of initiatives. Susana knows that to create true community schools, principals need to be given the tools they need to gain the confidence of parents and students.

Expand access to sports and arts.

Access to a quality education doesn't just mean academic excellence; it also means access to robust sports and arts programs. These programs enrich students' academic lives, but too often, they're the first ones on the chopping block. Children in every neighborhood should be able to unlock their own potential through sports and arts programs, and Susana will work to protect those programs in neighborhood schools. In addition to working within the school system, Susana will work with the Chicago Park District, local professional sports teams, local artists and local musicians to raise additional private funds and ensure that access to these programs is available in all parts of the city.

According to the Chicago Public Education Fund, the leadership of a principal accounts for 25% of the total school influence on a child's academic performance.



Create a College and Career Culture.

A high school diploma is no longer sufficient in today's economy. Preparing Chicago's students for the 21st century economy will require a cultural shift towards a universal expectation that education must continue beyond the 12th grade. As a first-generation college student, Susana knows the impact that access to postsecondary education can have on the trajectory of a student's life. That's why Susana will pursue initiatives to increase readiness and access to postsecondary education. These priorities include:

Increasing access to early college and career credit.

Research clearly shows that high school students who earn postsecondary credit are significantly more likely to graduate and move on to college. CPS has experienced tremendous growth in this area: nearly 47% of 2018 CPS graduates earned college or career credit, up from 31% in 2014. Susana will set an ambitious goal to ensure that 65% of CPS graduates earn college or career credit by 2025 and make the necessary investments to grow the number of International Baccalaureate schools, expand dual credit and dual enrollment partnerships with

the City Colleges of Chicago (CCC), increase the number of vocational programs, and expand access to Advanced Placement courses and exams.

Expand vocational programs in partnership with labor.

While a college degree is increasingly critical to securing a job with a middle-class salary, there are still well-paying jobs that require vocational training short of a four-year diploma. Susana will partner with trade unions to expand vocational training opportunities in CPS high schools and expand the number of students exposed to careers in the trades. Susana will also build on the success of the Reinvention program at City Colleges of Chicago. The program, which has been recognized by the World Bank as a model workforce development strategy, has established partnerships with dozens of corporations, nonprofits, and other large employers to co-design curricula, offer internships to students, and offer jobs to graduates. As mayor, Susana will seek opportunities for students by focusing on partnerships with employers in fast-growing industries.

Support Dreamers and expand the Star Scholarship.

Now entering its fourth year, the Chicago Star Scholarship offers free associate degrees to students who graduate from CPS with a B average or better. Significantly, the program is open to Dreamers, who have limited options for obtaining financial aid for postsecondary education. To date, more than 4,500 CPS graduates, representing more than 75 zip codes and more than 200 high schools citywide, have participated in the program. Nearly two dozen four-year universities have partnered with City Colleges of Chicago to provide full and partial tuition scholarships for Star Scholars seeking four-year degrees. Star Scholars have earned more than \$3 million in scholarship offers from City Colleges' four-year college and university transfer partners. This program has been a remarkable success, helping drive an increase in enrollment and graduation rates at CCC. Susana will work to strengthen and expand the program through additional partnerships and innovative enhancements such as establishing an endowment to support future Star Scholars.

Nearly two dozen four-year universities have partnered with City Colleges of Chicago to provide full and partial tuition scholarships for Star Scholars seeking four-year degrees.



Inclusive Economic Growth



INCLUSIVE ECONOMIC GROWTH

Decades of discriminatory policies on the federal, state, and local level have created communities suffering from disenfranchisement and disinvestment with little opportunity to build long-term wealth and prosperity. According to a study from the University of Illinois at Chicago, inequality in Chicago has been growing over the past 40 years, and the number of concentrated areas where wealthy individuals live, especially on the North Side of the city, has quadrupled. Meanwhile, we continue to see the expansion of areas that are low-income with high poverty rates on the South and West sides of the city. For the first time, Chicago is on firmer financial footing to tackle these issues. To ensure every neighborhood in the city thrives, especially those with high rates of poverty, Susana will prioritize strategies that ensure investments and job creation focus on these communities by leveraging the rapid downtown growth to bring more resources and investment to neighborhoods suffering from low opportunity.

Bring more investment to neighborhoods.

Chicago's greater downtown is one of the fastest growing urban cores in the United States. However, Susana recognizes that this prosperity has not been distributed equally throughout the city and will work to leverage our current growth to bring more investment to neighborhoods while connecting residents to jobs created downtown.

Invest fees collected downtown in our neighborhoods.

The Neighborhood Opportunity Fund (NOF) invests funds, paid by developers to obtain the rights to building denser projects in the downtown area, to support job creation in neighborhoods on the South and West sides of Chicago. Since its launch in

2017, the NOF has invested \$11 million to support 90 businesses and drive \$55 million in new neighborhood investment. This program can be expanded by tapping some of the nearly \$250 million in downtown TIF districts that are subject to the freeze put in place by Mayor Rahm Emanuel in 2014. These funds cannot be used elsewhere in the city due to an Illinois law that restricts TIF use to projects located within or adjacent to the districts where funds were generated. Susana will put her Springfield legislative expertise to work and fight to change this law so these funds can be used in the neighborhoods most in need of investment.

Tie hiring requirements to large zoning changes.

In 2017, the city issued a policy that encourages planned developments to hire minority- and women-owned contractors. Susana will expand upon this policy by making it the law and widening its scope to include requirements to hire returning citizens or participants in violence reduction initiatives like READI.

Increase access to capital for small businesses.

Over the course of this decade, the city of Chicago made good progress on expanding capital sources for neighborhood businesses via initiatives like microlending and the SimpleGrowth platform for connecting businesses to lending programs. Susana will double down on this priority by fully implementing the City Treasurer's \$100 million Catalyst Fund and identifying other pools of capital for neighborhood businesses.

Create economic development teams in targeted neighborhoods.

To provide focused and sustained economic development planning for neighborhoods in need of

more support, Susana will work with World Business Chicago and private partners to establish and support existing neighborhood organizations that will coordinate development strategies. This work will include helping guide the use of citywide programs like the Neighborhood Opportunity Fund, Retail Thrive Zones, and other initiatives.

Fully implement manufacturing growth zones.

In 2017, the city of Chicago launched the manufacturing growth zone to streamline the process for new manufacturing businesses to acquire land, access workforce development programs, and take advantage of incentive programs. There is still work to be done to fully implement the program, most notably in providing additional capacity building, equipment grants, management training, and coaches to help struggling manufacturers compete in the new economy. Susana will see this plan through fruition to ensure Chicago maintains a competitive manufacturing base.

Expand planned manufacturing district reforms.

Over the course of the last few years, the city's planning department has worked with affected aldermen, businesses, and residents on rezoning the North Branch planned manufacturing district to allow residential and commercial uses. Due to changes in the surrounding neighborhoods, manufacturing is no longer the highest and best use of the land in this district, but the current zoning places strict limits on other types of economic activity. As part of this effort, which would unlock hundreds of millions in value for the landowners, the city would include a fee structure to support infrastructure investments in the district and to invest in manufacturing districts elsewhere in Chicago. Susana will expand this to other manufacturing districts that are in need of a new vision with an eye towards capturing some of the unlocked value for investment in job creation and infrastructure.

Leverage new federal opportunity zone tax credits.

The 2017 federal tax bill created a new tax credit that allows investors to partially shield capital gains from taxation, if they are reinvested into projects located in targeted low-income communities. Chicago's planning department identified 133 census tracts for inclusion in the program. Susana will develop a program - linked to the city's other initiatives from its retail thrive zones to the Neighborhood Opportunity Fund and beyond - to take advantage of this tax credit.

The NOF has invested \$11 million to support 90 businesses and drive \$55 million in new neighborhood investment.

Invest in Chicago's young people and set them up for economic success.

According to a report by the Great Cities Institute at the University of Illinois at Chicago, Chicago has a chronic and concentrated problem of youth joblessness. Stunningly, for Chicagoans aged 20 to 24, employment conditions were worse in 2015 than in 1960. They've also found that "recovery after the Great Recession has been slow or non-existent for many groups."

Promote summer job programs.

Susana's 5ONEW Initiative will not only support students during the school year but will also take advantage of school spaces during the summers. For high school students, these community hubs can serve as job training centers to both give them the skills they need to find jobs and connect them to available work opportunities.

Train for the jobs of tomorrow.

By some estimates, 65% of children entering elementary school now will be employed in a job that doesn't exist yet. Susana will help to prepare our young people for a changing world by focusing on training them in expanding industries like green manufacturing and data security.

Create a fair student lending fund accountable to residents.

Over the past decade, we have learned how banks can design products like mortgages and student loans to favor profits over people and set working families back for decades, if not their entire lives. Today, more than 15% of the homes in the Chicago metro area remain on underwater mortgages while the average Illinois college graduate enters the workforce with nearly \$30,000 in student loan debt. Susana will take an important step in expanding access to fair lending practices by creating a fair lending fund capitalized by the city's own deposits. In exchange for relief from exorbitant interest rates on their student loans, Chicago residents will be able to access subsidized student loan refinancing and get relief from exorbitant interest rates. By putting taxpayer money to work for the betterment of the city, Chicago will also gain a major competitive advantage in attracting and retaining young talent that is critical to maintaining a vibrant city.

Strengthen our working families.

After decades of assaults on fundamental workers' rights, workers have been losing their leverage in fighting for fairer wages and good benefits. Moreover, even as national and state unemployment rates continue to drop, worker wages have stagnated. Coupled with the rising cost of housing, student loans, and other basic costs of living, this means that middle- and low-income households are increasingly squeezed and are struggling to keep up. Our state and local governments have a role to play in leveling the playing field for workers by passing important protections into law and developing initiatives that boost worker incomes.

Fully implement a city Office of Labor Standards.

In 2011, the city of Chicago passed new penalties for wage theft, raised the minimum wage, required paid sick leave for all workers, and made it easier for airport ground workers to unionize. These protections have been enforced by a handful of attorneys in the city's Department of Business Affairs and Consumer Protection. In fall 2018, the City Council passed an ordinance establishing a dedicated Office of Labor Standards focused on enforcing these

protections. Susana will ensure that this office is fully up and running by the beginning of 2020.

Support a \$15 minimum wage.

The city of Chicago boosted the incomes of more than 400,000 workers when it passed an ordinance establishing a \$13 minimum wage by 2019. Susana believes this was an important first step, but we must do more. She will advocate for a statewide minimum wage increase to ensure that Chicago does not remain an island while also advocating to increase the city's minimum wage to \$15 in the years to come.

Expand free tax prep services for EITC earners.

The city of Chicago's free tax preparation service serves more than 20,000 taxpayers each year, helping them earn millions in EITC refunds. Susana will continue to expand the program and support linking services to more places to reach working families, including places of employment, public libraries, and other targeted locations.

Expand the earned income tax credit.

Federal and state earned income tax credit programs have been some of the most successful anti-poverty programs in the United States. In 2016, the EITC lifted about 5.8 million people out of poverty, including about 3 million children. However, big cities like Chicago have higher costs of living than smaller municipalities, which reduces the impact of EITC compared to other parts of the state. Other cities like New York City already offer residents a fully refundable earned income tax credit, matching 5% of the federal EITC. Susana will explore strategies to implement a new Chicago EITC to supplement paychecks for working families. Susana will also work with leaders in Springfield to expand the EITC at the state level.

Reform fees and fines that hit low-income residents the hardest.

The daily fees and fines imposed by the City of Chicago's Department of Revenue disproportionately hit low-income residents and communities of color. According to a recent ProPublica investigation, the number of Chapter 13 bankruptcies that include city ticket debt grew from 1,000 in 2007 to more than

10,000 in 2017. This debt hits African American neighborhoods the hardest.

During her time as City Clerk, Susana oversaw the first overhaul of Chicago's city sticker program since 1908. By ending the archaic system of only issuing city stickers during the month of June, Susana helped ensure that there were shorter lines, faster turnaround, and less stress for everyone, especially those who previously had to take a day or two off from work just to get their sticker, losing valuable wages in the process. As City Clerk, she fought against increases in the price of city stickers and has criticized how the city's Department of Revenue has enforced city sticker penalties in a way that unfairly hits predominately African-American neighborhoods the hardest.

In 2016, the EITC lifted about 5.8 million people out of poverty, including about 3 million children. However, big cities like Chicago have higher costs of living than smaller municipalities, which reduces the impact of EITC compared to other parts of the state.

As mayor, Susana will launch a top to bottom review of city fines and penalties and make reforms to reduce penalties, reduce the rate at which penalties escalate, allow for amnesties where appropriate, and limit instances where license suspension is used in these cases. Susana will also explore ways to use technology to build in leniency where it makes sense, so that Chicagoans can be warned about potential violations and won't see continuous repeat tickets for the same violation, forcing some residents into bankruptcy. She will implement a comprehensive set of reforms, which will be possible given the technology overhaul she implemented as City Clerk. Those reforms would include:

Prevent fines from escalating rapidly by capping additional fees.

It's clear that under the current system, city tickets can too quickly become debt spirals that compound and make it impossible for someone living paycheck-to-paycheck to pay off. There have been strong proposals for a cap on late fees, including Alderman Gilbert Villegas' proposed ordinance that includes a cap on late penalties at 10 percent, rather than allowing tickets to double. Susana would support a cap that ensures fines don't

escalate rapidly, making repayment unattainable for those who barely have the means to pay the ticket in the first place.

Eliminate duplicate ticketing.

ProPublica and WBEZ found that, over the past decade, the city had issued close to 20,000 duplicate citations to vehicles without the required city sticker. Some were even issued on the same day, in violation of city ordinance. Susana will dismiss all duplicate tickets that were wrongly issued and remain on the books, so that drivers won't have to worry about consequences for tickets that shouldn't have been issued in the first place. Susana will also work to create an integrated technological system that allows enforcement to see when tickets are issued and for what offenses, so that there will not be tickets issued in rapid succession for the same violation.

Institute payment plans and alternate payment options. Under current policy, entering into a monthly payment plan requires a \$1,000 down payment just to sign up, essentially rendering the payment plan option useless. That barrier to entry needs to be reduced so that more people can access the payment plan system. Payment plans should also be readily accessible online-- whether it's for purchasing a city sticker in the first place or for making an uncontested online payment of a fine. Finally, citizens should have alternate payment options like community service for when the debt burden rises to an insurmountable level based on income.

Add programs for amnesties and debt forgiveness. In addition to taking tickets that were wrongly written off the books, there needs to be a program that reexamines tickets that were issued during this period of harsh enforcement. By instituting a program for limited amnesties and debt forgiveness, the city can make debt manageable to a point where they might actually see some repayment. While the Finance Committee approved a measure to

eliminate debt for those who file Chapter 7 bankruptcy, the measure did not go far enough. Chicago should consider eliminating long-standing debt for all drivers, not just those who file for bankruptcy. Susana will also work in Springfield to pass a statute of limitations for ticket debt to bring Illinois in line with other states around the country.

Allow “fix-it tickets” or “correctable violations.”

In California and some other states, jurisdictions issue so-called “fix-it tickets,” which allow a violator to correct their violation, send proof of their correction and then only be required to pay a much smaller fee. For registration violations (failure to buy a city sticker, driver's license violations, registration expiration) or mechanical violations like a broken tail light, giving citizens the option to correct their violation will prevent situations where someone's driving record is permanently affected by a fixable issue. Chicago should adopt similar policies that give violators some leniency, while still ensuring eventual compliance.

Move towards universal child care.

As a hard-working mom with a six-year-old son, Susana knows how hard it is for parents in Chicago to find a way to pick up their children at 3:15 pm. She also knows working families across the income spectrum face this same struggle to find affordable, quality child care. Susana will focus on meeting this need and develop tools to support the expansion of child care options throughout Chicago. These initiatives will include:

Use TIF to support child care expansion.

Illinois state law allows for TIF funds to be used to support child care for families in need, but the city has no structured program to take advantage of this authority. Susana will task the City's Department of Family and Support Services to come up with a plan to build out child care programs for families that most need it.

Create development incentives to bring new options to child care deserts.

In addition to utilizing TIF to expand child care options, Susana will direct the city's planning department to develop a set of incentives to reduce start up costs for new child care centers in areas of need. These incentives can include expedited permits and

inspections, reduced cost sale or leasing of public land and buildings, and reduced city fees.

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Progressive Revenue



FIXING CITY FINANCES WHILE PROTECTING WORKING FAMILIES

As State Comptroller, Susana led the state through the worst fiscal crisis in its history, helped to calm the markets and prioritized funding for the people that needed it the most. As the next mayor, she will draw on those experiences to lead Chicago forward. Unfunded pension obligations, structural deficits and inadequate education funding will require the next mayor to exercise discipline while raising hundreds of millions of dollars in new sources of revenue from a tax-strapped population. Susana will work to put our city's pension funds on a sounder footing—ensuring that the city lives up to its promise to hundreds of thousands of first responders, teachers, and city employees—without balancing the budget on the backs of working class families.

There is no magic solution. A comprehensive and fair fiscal strategy will require the next mayor to use multiple tools—from cutting expenses, to finding efficiencies, to fighting for Chicago's fair share in Springfield. Susana's plan is built on her experience at the city and state level, her understanding of the stresses faced by families in Chicago's neighborhoods, and her record of lowering costs before asking taxpayers to pay more. This unique combination of discipline, relationships, and neighborhood values will guide all fiscal decisions while ensuring Chicago remains a competitive business environment.

Progressive revenue for stabilizing pensions and expanding educational opportunities.

Illinois's combination of a flat income tax, high sales taxes, and heavy local government reliance on property taxes gives it one of the most regressive tax systems in the country. According to the Institute on Taxation and Economic Policy, Illinois has the fifth most regressive taxation in the United States. This unfortunate fact is a driver of population loss and acts as a barrier to opportunity. While pension liabilities have been cut by nearly 20% over the last eight years, annual contributions are expected to grow by \$864 million over three years

starting in 2020, including a \$300 million increase in 2020.

At the same time, Illinois ranks 49th in the country in state funding of education and 50th in funding the neediest school districts. After Susana's tireless advocacy, a new education funding reform bill passed in Springfield in late 2017, calling for more than \$3 billion in additional funding for public schools over the next decade with the new formula distributing those dollars to low-income school districts, including nearly one-fifth benefiting Chicago Public Schools.

Susana supports innovative and responsible changes to our revenue sources that will help hold the line for middle-class and working families as we address pension and education funding needs. To accomplish this goal, she will fight for the following solutions:

Support a progressive income tax.

Susana will work with Governor J.B. Pritzker to amend the state constitution to allow the state to establish a progressive income tax that raises tax rates for high-income residents without further burdening middle- and low-income families. Such a change can help the state more fairly increase revenue to address its pension challenges. She will also fight to ensure that any change in the income tax formula ensures local governments get their fair share and are not held hostage to cuts when the state tries to shore up its own finances.

Legalize marijuana.

A responsible law, passed in consultation with law enforcement, to legalize cannabis use for recreational purposes can be a critical revenue stream to help address funding for social services and pensions.

Moreover, legalization would help diminish the black market for marijuana and the crime and violence that goes along with it, cut down on unjust incarceration, and allow police to focus their efforts on more important types of crime. A [2018 study](#) by Washington State University scholars found that states that had legalized recreational marijuana experienced improvements in clearance rates for violence and property crimes. Susana will work with the Governor and State Legislature to pass responsible legislation based on best practices in other states and countries, and fight to guarantee participation for minority- and women-owned operators.

Support a Chicago casino.

A responsible, transparent and well-regulated casino can be a critical source of revenue, with a portion earmarked to address pension payments. Susana would make this a priority of her Springfield agenda and fight to have it built in a location that lures tourists rather than becoming a debt trap in Chicago's under resourced neighborhoods.

Explore refinancing pension debt to save taxpayer dollars.

As Comptroller, Susana successfully battled Gov. Rauner to refinance state debt, saving taxpayers between \$4 and \$6 billion over the lifetime of the bond deal. As mayor, Susana will work with the City Council in a collaborative and transparent way to explore available financing tools, including the possible issuance of a pension obligation bond to refinance pension debt to secure the retirement savings of city workers while reducing the burden on taxpayers.

Actively oppose regressive tax increases.

Susana is committed to protecting working families and will oppose any attempts to raise the sales tax rate or other taxes on essential household items. Growing up in a middle-class family, Susana knows how much harder across-the-board tax increases hit working families. The disastrous implementation of the regressive soda tax last year was proof that instead of making government more efficient, the first instinct of some politicians is to simply propose more taxes that hit lower- and middle-income

families the hardest. As mayor, Susana will always recognize the disproportionate impact that regressive taxes have, and she will oppose increases in those taxes.

Seek a statewide solution in partnership with other municipalities.

Chicago is not alone in facing big challenges with stabilizing its pension funds. For example, roughly one-third of the state's more than 650 public safety pension funds are less than 50% funded. Susana understands the statewide implications of this crisis from her time as Comptroller, when mayors from across the state struggled to pay bills during the draconian 736-day budget crisis. Drawing on the strong relationships Susana has built as Comptroller, she will work with public officials throughout Illinois to work with Governor Pritzker for equitable and sustainable pension revenue sources.

CHICAGO
MAGAZINE

Susana Mendoza —The most forceful combatant in the warfare over the state's dire finances.

Make fiscal discipline a priority.

Susana has led by example when it comes to fiscal responsibility. When Susana took over the Chicago City Clerk's Office, she found skyrocketing overtime bills and worked to rein them in, cutting overtime spending by more than 70%. She also reduced payroll by 10%. As Illinois Comptroller, she saved taxpayers millions of dollars. She cut her office budget by \$2.2 million and returned \$1 million to the state after coming in under budget. She will bring that same fiscal discipline to City Hall.

Reform workers' compensation administration for greater transparency.

Chicago is the only major city that places workers' compensation decisions in its legislative body. Susana supports a top-to-bottom review of the city's \$100 million workers' compensation program with the overdue goal of creating a transparent and efficient process in which decisions are subject to the Illinois Freedom of Information Act and the city's Inspector General can investigate misconduct within the program.

Rebuild trust in our property tax system.

In 2017, the Chicago Tribune published an investigative series on the Cook County Assessor's Office that found that the assessment system was unfairly hitting low- and middle-income homeowners to the benefit of owners of more expensive homes. Experts have found that our current system of assessment has been staggeringly regressive. When the non-profit organization Civic Consulting Alliance studied the system, they found "significant inequity-wealth transfer from owners of lower-value homes to those of higher-value homes—within the current residential assessment system." A study by the University of Chicago's Harris School of Public Policy, was able to quantify that transfer, showing that between 2011 and 2015, at least \$2.2 billion in property taxes was shifted from undervalued Chicago homes onto overvalued ones. New leadership in the office provides an opportunity to restore the public's trust in the property tax assessment system. In 2017, the Chicago Tribune published an investigative series on the Cook County Assessor's Office that found that the assessment system was unfairly hitting low- and middle-income homeowners to the benefit of owners of more expensive homes. New leadership in the office provides an opportunity to restore the public's trust in the property tax assessment system.

Reform the property tax assessment process

Susana will work with Cook County Assessor Fritz Kaegi to shine a light on the office's approach to valuing properties and allow for comment and review by ordinary Chicagoans as well as independent experts. The current system favors the wealthy and connected, and must be opened to full public scrutiny to ensure reforms are comprehensive and include public input.

Collaborate to get better data and more accurate assessments.

As Assessor Kaegi moves away from the system of "hand checks," or manual adjustment of property taxes, there will be a need for more comprehensive data sets that help provide information needed to assess properties accurately. The City of Chicago has access to many pieces of data that could help shed light on building characteristics and may be helpful in assessment. Susana will work with Assessor Kaegi to secure any data needed that will ensure assessment is done more uniformly and predictably.

Ensure the appeals process is fair.

In the Chicago Tribune's analysis of property taxes, they also examined property tax appeals. They found that in every year between 2009 and 2015, the appeals process made regressivity worse for residential homes. This creates a two-tiered system that leaves the wealthy and well-connected paying less, while working class families pick up the tab. Much of the distortion in appeals comes as a result of large commercial buildings downtown receiving huge assessment reductions. According to the Chicago Lawyer, reductions of commercial property assessments by the county's Board of Review were five times greater than reductions of residential assessments from 2007 to 2014. While Assessor Kaegi's reforms will hopefully result in fewer appeals for everyone, Susana will take steps to ensure that the appeals process is depoliticized and disproportionate assessment reduction for high-value properties is ended.

TRANSPORTATION



TRANSPORTATION

Billions of dollars of local, state, and federal investments have been made to modernize and expand the city's air, water, rail, and road infrastructure networks over the last decade. Susana will explore ways the city can continue to invest in creating a reliable transportation network that will foster economic development and revitalize neighborhoods hurt by decades of disinvestment, providing communities with better access to jobs and economic opportunities, and connecting every community with downtown. Special attention will be paid to opportunities in the most efficient and equitable modes of transportation, as well as cost-benefit analysis of different investments.

Improve equity through transportation.

Public transportation systems need to remedy inequities, not replicate them. Susana is committed to building a public transit system that enables people all around the city to gain access to economic opportunity, improves their quality of life, and helps to make the city more green. These will be Susana's priorities:

Ensure that individuals with disabilities get equal access to public transportation.

Because of the age of Chicago's public transportation system, too many transit stations and buses remain inaccessible for people with disabilities. Susana pledges to continue progress on making all CTA stations accessible by 2038, as was promised by the agency last year, and work to expedite the timeline. Susana will continue to work with groups that are seeking

to identify and overcome barriers for disabled people to access public transportation, ensuring that public transit is truly public.

Invest in public transit in under-resourced neighborhoods.

Dedicated new revenue for bus service should be invested in additional buses and new lines of service to ensure that all Chicagoans that live in neighborhoods where the median income is below the city average are within a 10-minute walk of all day transit service by 2023.

Strengthen and responsibly expand and improve rail in Chicago.

Chicago's L rail system is still its most reliable option for traveling from one end of the city to another. The next mayor must prioritize keeping up with maintenance for the L - avoiding the mistakes made in New York City and Washington DC - while identifying funding and opportunities to expand into communities underserved by transit and address the stresses placed by high ridership on key segments of the system such as the blue line to O'Hare and the red line north. Initiatives to invest in the L and other rail systems include:

Leverage Transit TIFs to invest in key projects.

In 2016, the State of Illinois passed a law that gave the city of Chicago the authority to create dedicated tax increment financing districts within a half-mile of targeted transit lines to support four projects: Red-Purple Modernization, extending the Red Line South, Union Station modernization, and upgrading the Blue Line. To date, the city has leveraged this tool to provide more than \$600 million in funds for the Red Purple Modernization, a \$2 billion effort to rebuild the Red Line North and construct a flyover separating the Brown

and Red Lines at the Belmont station. Susana will use this tool to support remaining projects, including the Red Line south extension, and conduct a broad review of the potential to use transit TIF to support additional investment along other L and bus lines.

Better integrate CTA and Metra rail service.

Susana will work with Metra to better align branding and schedules to simplify transfers between CTA and Metra services while increasing the frequency of Metra trains. She will work closely with Metra and regional mayors to advocate for additional revenue from Springfield to improve service.

Susana is committed to building a public transit system that enables people all around the city to gain access to economic opportunity, improves their quality of life, and helps to make the city more green.

Revitalize bus service.

More CTA customers use the bus system than the L, making it a critical part of the city's transit system. Susana will make investments to improve reliability and increase speed—particularly in underserved neighborhoods—by:

Expanding dedicated bus lanes and traffic signal prioritization.

Through smart investments in bus lanes and traffic signal technology, Susana will make bus service more reliable and faster. When it comes to bus lanes, Chicago is woefully behind other leading cities. Currently, Chicago has only about four miles of bus lanes, compared to 35 miles in Seattle and Los Angeles and 83 miles in New York City. In addition to building dedicated bus lanes, Susana will also work to create more bus bulbs and boarding islands to ease boarding and prevent constant merging for buses.

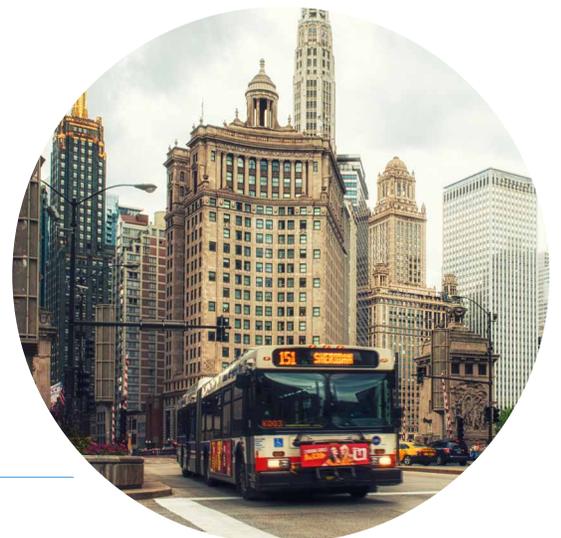
Invest in expanding and improving options for bikers and pedestrians.

Over the course of the last decade, Chicago has made significant advancements as a biking and walking city. Susana will maintain this momentum and ensure that the city is welcoming to new alternative modes of transportation. The evidence is clear on the

impact of that investment: bike and pedestrian infrastructure projects create 46% more jobs than car-only road projects. In addition to the economic impact, a study conducted by the city of San Francisco in 2008 showed that increased numbers of bike lanes led to increased cycling and an improved environment. Among the initiatives Susana will support are:

Expanded bike access throughout Chicago.

Chicago has become one of the top cities in the country for bike riders thanks to its investments in bike lanes and launch and rapid expansion of its Divvy docked bike sharing service. Susana will continue this progress by adding more bike lanes and expanding bike share with new e-bike models through Divvy and in partnership with other bike sharing providers, especially in areas that are underserved by the current Divvy system.



Making Chicago more pedestrian-friendly.

Pedestrian fatalities have climbed in recent years and the epidemic requires a more robust Vision Zero campaign from the city's Department of Transportation. Susana will support investments to make streets and intersections safer for pedestrian and bike traffic, with specific targets and funding streams to achieve zero pedestrian fatalities by 2025.

Creating more linear parks.

The 606 Trail, a 2.7 mile-long linear park in Bucktown, Wicker Park, Humboldt Park, and Logan Square, has made it more feasible for tens of thousands of Chicago residents to travel by bike or foot to their destination. As mayor, Susana will create more linear parks that can help protect the environment, improve access to public transportation and encourage biking and walking.

Promote electric vehicle options. As a strong supporter of electric vehicles, Susana would expand the number of electric vehicle charging stations. Susana would also work to expand active transportation options including bike share and electric scooters. Growth in the use of electric vehicles is an important

part of an overall strategy to reduce carbon emissions. The next mayor can take a number of concrete steps to encourage the growth of electric vehicle use in the city of Chicago, including:

Expanding the number of electric vehicle charging stations.

The city can expand electric vehicle usage by requiring the addition of charging stations to new apartment and condo projects and city facilities along with requiring new single-family homes and duplexes with garages to be built with the capacity to hold charging equipment.

Making 100% of new CTA buses electric.

As mayor, Susana will launch a major initiative to expand electric buses by first setting a goal of ensuring that 100% of buses purchased by the CTA are electric by the end of 2023. Based on the life cycle of the CTA bus fleet, achieving this goal would ensure that one-third of the entire bus fleet is electric by 2027.

Make Chicago a leader in next-generation transportation options.

Technology is progressing at an exponential pace and the next mayor will have to prepare for a new generation of transportation systems while bridging the gap with our present infrastructure. Susana is committed to being a mayor who's not just thinking about the next four years, but the next generation. Chicago is already behind cities that have begun to embrace the next wave of technological innovation and Susana wants to not only catch up, but move beyond them.

Study autonomous vehicles.

Up until now, Pittsburgh and San Francisco have been the hubs for autonomous vehicle testing. With some of the top research universities in the country in the Chicago area, including Northwestern and University of Illinois-Chicago, Chicago is a prime location for testing autonomous vehicles. Susana will bring together key stakeholders including private companies, universities, and the Autonomous Illinois Initiative at the state level, to explore the potential that autonomous vehicles hold. She will ensure that autonomous vehicles will not be placed on the road prior to the point where there are guarantees that the technology will be safe for

everyone, including bicyclists, motorcycles and pedestrians. Becoming a leader in the use of autonomous vehicles could have tremendous impact on the amount of traffic congestion, help elderly and disabled citizens with limited access to transportation, and reduce carbon emissions. Getting a head-start on testing autonomous vehicles will also enable the city to begin building regulatory frameworks that make sense, keep people safe, and maximize economic opportunity.

The evidence is clear on the impact of that investment: bike and pedestrian infrastructure projects create 46% more jobs than car-only road projects. In addition to the economic impact, a study conducted by the city of San Francisco in 2008 showed that increased numbers of bike lanes led to increased cycling and an improved environment.

Support the addition of innovative new transit options.

New transportation options such as electric scooters have been launching in cities throughout the world, creating affordable and abundant last-mile transportation options. These options can have a profound impact on the ability of citizens to access public transportation, especially in disenfranchised and underserved communities. By giving them the opportunity to use last-mile transportation options to get to a bus stop or rail stop, these options can actually supplement existing transportation infrastructure and give citizens access to greater economic opportunity. These new transportation options may even present economic opportunities such as allowing citizens to earn supplemental income by charging scooters and bikes. At the same time, these new modes pose new regulatory challenges for cities. Susana will embrace these alternative forms of transportation by creating fair regulatory frameworks that allow new options to grow while ensuring the city is positioned to ensure the safety of riders and manage congestion on the public way.

Create a fully unified transit system.

Many of the world's great cities have created transit systems that are fully integrated, where passengers can transition seamlessly with a single payment system for all forms of transportation. Chicago should have a unified transit system that competes for the title of greatest in the world, allowing residents and visitors to access every neighborhood. Susana will work to make that a reality with these steps:

Begin the process of creating one

pass for all transit rides. Susana will begin by working with Metra to establish a unified fare structure that allows riders to transfer easily and for free between the services while retaining the same fare for both services within Chicago. Susana will also explore the potential for end-to-end transportation integration between traditional public transportation, rideshares, bikeshares, taxi cabs, scooters and other modes of transportation. In its final stage, Chicago could be the first city where someone could see side-by-side comparisons of the variety of routes and services available for making their trip, including biking, carsharing, public transit, driving and walking, all within a single application or by using a single transit pass.

Tap and go payments or virtual ticketing at all entry points throughout the system.

A public transportation system is only as good as its speed and efficiency in getting passengers to their destination. While Chicago's subway system has undergone a transition to tap and go entry, Chicago's buses should do the same to increase speed and efficiency. Research shows that traditional methods of paying bus fare add up to 30 percent of travel time for the busiest routes, and the more successful a bus line is, the worse the problem gets. Transitioning to a system where riders can access buses at all doors will speed up rides, better facilitate connections and allow the system to recognize those that are utilizing multiple forms of public transportation in a single journey. Creating tap and go systems will also allow the expansion of virtual ticketing, which began with the creation of the Ventra app. In addition to being more environmentally friendly, virtual ticketing will give officials better data on ridership and facilitate integration between transit systems.

Fare discounts for combining rides through the system and "fair fares" for low-income families.

Chicagoans should be incentivized to use as much of the public transportation system as possible. As more modes of transportation are integrated into a single system, citizens should get cheaper fares if they choose to go further distances within the public transit system by combining a subway ride with a bus ride, for example. Eventually, the system may even be able to reward riders who choose to take a non-vehicle option for last-mile transportation from a local train or bus stop. The new unified system will also include a "fair fare" initiative that provides low-income families with cheaper single-ride and monthly passes.

ETHICS PLATFORM



NBC NEWS

**Illinois House impeaches
Gov. Rod Blagojevich**

Ethics Platform

Illinois' political culture is broken. According to a report by the University of Illinois-Chicago, Chicago continues to be the most corrupt city in the country, with over 1,700 corruption convictions in the last 40 years in the Northern Illinois Federal Judicial District, more than any other city. From former Gov. Rod Blagojevich, who Susana helped lead the impeachment charge against, to the 30 Chicago aldermen who have been convicted of political corruption since 1973, it's clear that Chicago has a problem and needs to open a new chapter of transparency and accountability. Susana will lead the way by adopting transparency throughout her administration, reforming practices in the City Council to reduce corruption, and fighting to make campaigns more democratic.

Create an Anti-Corruption, Accountability, and Ethics Commission

At an earlier time, when Illinois politics was under a cloud of corruption, Dan K. Webb was one of the U.S. Attorneys that led Operation Greylord, which ended in the indictment of 92 public officials, including 17 judges, 48 lawyers, eight policemen, 10 deputy sheriffs, eight court officials, and one state legislator. Webb's work turned the corner on judicial corruption and led to the first Solovy Commission, a groundbreaking effort to create recommendations on rooting out corruption in the Cook County judicial and administrative systems. In the wake of Chicago's current corruption crisis, Susana has asked Dan Webb to step up again and give his counsel on how to move the city forward.

In her first official act as mayor, Susana will create an Anti-Corruption, Accountability, and

Ethics Commission. The commission would be modeled upon the two "Solovy Commissions" from 1984 and 1992 that were created in the wake of Operation Greylord. The commissions made hundreds of recommendations to change the various courts and administrative departments in the Cook County system. Susana's new Anti-Corruption Commission will also recommend additional measures to restore public confidence in the ethics of city government and fairness of elections. The Commission will be headed up by an unpaid chair who will hire an executive director and provide nominations for the appointment of 10 board members. The mayor will only be allowed to select board members from the list of nominees provided by the chair, in order to remove political considerations from the decision-making process. The Commission will conclude with a detailed report that includes a full set of recommendations, which will be released to the public.

Take A Transparency Pledge.**Commit to releasing public visitor logs for city business.**

Citizens deserve to know who the mayor and other officials in City Hall are meeting with. Following in the footsteps of presidents who have released visitor logs to keep government accountable, Susana would release visitor logs to show which individuals and businesses are coming to City Hall.

Implement FOIA reforms to make Chicago more transparent. As comptroller, Susana has made transparency a hallmark of her tenure.

One of her key accomplishments was passing the Debt Transparency Act, which allowed citizens to easily view the state's unpaid bills on a monthly basis, rather than a yearly basis. Susana wants to bring that kind of transparency to the mayor's office, especially as it relates to FOIA requests. As part of a commitment to transparency, Susana will require online public logs of FOIA requests and will empower the Inspector General to review FOIA requests, responses, and appeals. Susana would also work to eliminate loopholes in

the FOIA system. For example, the Chicago Law Department has allowed aldermen to use private emails to conduct city business, and because aldermen are not subject to FOIA, this allows them to conduct city business outside of the public eye. A Cook County judge made clear that private emails could not be used to hide government business by ruling against Mayor Rahm Emanuel. As mayor, Susana will uphold that standard for herself and all aldermen.

Protect and extend the authority of Inspectors General.

With five different Offices of Inspectors General across the city, there is currently a fragmented patchwork of oversight. As mayor, Susana will work to create a more comprehensive and cohesive system. Inspector General oversight should be extended to all aspects of city business, including programs within the City Council committees. Their ability to issue and enforce subpoenas should be strengthened, and they should be given the right to disclose their activities publicly.

Reform City Council and City Business.

End aldermanic prerogative. The current system of aldermanic prerogative allows individual aldermen to make arbitrary and capricious demands of businesses, as well as prevent projects like affordable housing from moving forward.

It is a relic of a bygone era and it's time for the practice to end. Susana has called for the abolition of aldermanic prerogative and she would work towards replacing it with a system that conducts approvals on the merits of individual projects based on citywide zoning rules. The system would also incorporate the feedback of subject-matter experts from relevant departments, be done on a predictable timeline, and provide honest and transparent rationales for approvals or denials. While ending the practice will be difficult, Susana will work to build political support behind ending aldermanic prerogative so that the informal practices can be curtailed, and she will push for changes in city ordinance and state law that will force a more transparent approval process.

This would include changes to the zoning ordinance to prevent the practice of unauthorized delegation of zoning to the ward level.

Support term limits of two 4-year terms for mayors, aldermen and committee chairmanships.

Of the ten largest cities in the United States, Chicago is one of the only cities without term limits. In order to move forward from a legacy of corruption in the political culture, there has to be an influx of new public servants with fresh ideas and a willingness to give up the old way of doing business. Many aldermen were appointed to their positions and have been able to coast on the perks of their incumbency to re-election after re-election. Term limits could even the playing field for those looking to enter public service. The chairmanships in the City Council should also be subject to term limits. In many cases, committee chairmen exercise enormous influence, which should not go unchecked.

Limit outside income for aldermen.

When elected officials are allowed to hold outside employment in fields that they may influence as a public official, it creates the appearance of impropriety at best and incentives for corruption at worst. Aldermen should be required to fully report any outside income and should be barred from receiving outside income from sources that involve conflicts of interest with city business.

Reform Rule 14 for recusals. When aldermen recuse themselves from votes, the public deserves to know why.

As mayor, Susana will push for reform requiring that aldermen spell out their reasons for recusal under Rule 14 and be limited to a certain number of recusals before they face consequences. Susana would require specific reasons for recusal that delineate particular business interests or personal relationships that an alderman might have, so that the public is clear on the conflicts of interest that exist. There also needs to be an end to the practice of allowing an unlimited number of

recusals, which has enabled public officials to pretend that they're acting in the interest of transparency, while continuing to hold conflicts of interest. Consequences for taking an excessive number of recusals should include, but not be limited to, loss of chairmanships and financial penalties.

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Prohibit family members of elected officials from being hired for Shakman-exempt positions. Chicago politics is a family business--and not in a good way. Mayor Richard J. Daley once responded to criticism over his attempts to steer city insurance contracts to his sons by saying that critics could “kiss the mistletoe hanging from my jacket.” It’s time for an end to that attitude and an end to the practice of nepotism in Chicago politics. Susana wants Chicago to follow the lead of cities like Boston, where an anti-nepotism law specifies that public officials are expressly prohibited from hiring immediate family members. Susana would go further and prohibit all family members of elected officials from being hired for Shakman-exempt positions. Elected officials should be entering public office to serve, not to use their positions as leverage to secure employment for their family members.

Prohibit “Pay-To-Play” in the form of TIF funds, city contracts, or city pension investments going to companies owned by or employing elected officials’ family members.

For too long, the so-called “Chicago Way” has meant that family members of elected officials have profited at the taxpayers’ expense. It’s time to bring an end to the culture of funneling money to well-connected businesses that do questionable work. From aldermen who send TIF funds to developers that contribute to their campaign and employ their family members to questionable pension investments that lose pension dollars while creating profit for members of political families, taxpayers have been bearing the brunt of Chicago’s corrupt political culture for far too long. As mayor, Susana will ban the dispersal of city funds to companies that are owned by or employ family members of elected officials.

Susana would also work with other leaders and organizations on exploring the idea of a public “matching funds” campaign finance system that incentivizes small-dollar donations and encourages the participation of candidates who may not have access to wealthy donors.

Make Campaigns More Democratic.

Support campaign finance reform.

Elections in Illinois have reached particularly absurd levels of funding. With over \$250 million being spent on the governor's race, \$31 million spent in independent expenditures for legislative campaigns in 2016, over \$11 million spent on the comptroller's race in 2016, and millions flowing into the mayor's race, it's clear that sensible campaign finance limits should be enacted. Illinois should begin by ending the practice of candidates being allowed to "lift the cap" by contributing a sizeable amount of money to themselves. Susana would also work with other leaders and organizations on exploring the idea of a public "matching funds" campaign finance system that incentivizes small-dollar donations and encourages the participation of candidates who may not have access to wealthy donors.

Enact ballot access reform. The current system for ballot access is rigged so that only those with enough resources to fight off a petition challenge have the ability to run for office.

The process must become much more democratic.

Chicago has some of the highest ballot access signature thresholds in the country. Running for mayor requires 12,500 notarized signatures, whereas running for governor of the entire state of Illinois only requires 5,000 signatures. A good first step to making elections more democratic would be bringing those thresholds down to a more reasonable level. Chicago's ballot access requirements should match those for statewide offices, with a minimum of 5,000 signatures and a maximum of 10,000 signatures. Susana would also advocate for reforming the petition challenge process, including using technology that would verify petition signatures as people are signing so that there would be little doubt about the identity of the signer. This technology has been extremely successful in Denver, where the program eSign is used to search Colorado's online voter registration database to verify people's eligibility before they sign a petition. These reforms would expedite challenges, save taxpayer resources, and allow candidates to spend resources on communicating their ideas rather than fighting inane legal battles.

LGBTQ+ Platform



FIGHTING FOR THE LGBTQ+ COMMUNITY

Susana Mendoza (pronouns she/her/hers) has been a steadfast ally to the LGBTQ+ community her entire life. She understands that the big issues Chicagoans face – healthcare access, criminal justice, economic equity and civil rights – can have an even greater impact on the LGBTQ+ community, and her inclusive vision ensures all Chicagoans are at the table to shape Chicago's future together.

The progress the LGBTQ+ civil rights movement has achieved speaks to the persistence and resolve of this community, its willingness to stand up for justice and great, diverse coalitions. Today in Illinois, marriage equality is the law of the land, we've implemented some of the strongest civil rights protections in the country, and we're making great strides in education, non-discrimination and gender identity. But still, neighborhoods just miles away in Chicago can feel like worlds apart. Access to resources shouldn't be dependent on your zip code. Fair treatment in the criminal justice system shouldn't hinge on your gender identity. And LGBTQ+ kids deserve all the rights and respect given to their non-LGBTQ+ peers.

Susana has never been on the sidelines when it comes to full LGBTQ+ equality. She has been on the front lines, even at times when it may have been politically difficult. As a legislator, in 2005, she supported the LGBTQ+ inclusive non-discrimination protections considered among the strongest in the nation. And when the fight for marriage equality came to the Land of Lincoln, Susana was again on the side of justice, voting for civil unions in 2010 and advocating for full marriage equality in our state.

But the fight is not over. Many LGBTQ+ Americans face high rates of discrimination, poverty and other factors that impact quality of life. We know that queer youth experience higher rates of suicide and homelessness. Elders in our LGBTQ+ community are often forced to go back into the closet in nursing homes and elder care housing. And transgender people, especially trans women of color, face unacceptable rates of violence and discrimination. Susana is committed to a Chicago that is equitable and just whether you live on the north, south or west side.

Susana was recognized for her work with endorsements from Equality Illinois in 2018 and 2016, and as mayor, she will continue standing side-by-side with the LGBTQ+ community.

Leadership, Representation and Visibility.

Hire LGBTQ+ individuals within government and ensure they are in senior leadership roles

In addition to creating an inclusive workplace throughout the city and its agencies, Susana wants to ensure that there are LGBTQ+ representatives infused throughout city government to help advance services within agencies. Susana would restore the LGBTQ+ liaison in the mayor's office, who would be able to convene liaisons across the City's departments and agencies to ensure coordinated responses to the community. She would also place LGBTQ+ individuals in both senior leadership roles and throughout the departments and agencies. Whether it's the Department of Aging, where LGBTQ+ individuals can outline problems elderly LGBTQ+ individuals might face in housing, or Chicago Public Schools and the Chicago Park District, where there must be expertise in the needs of LGBTQ+ young people and parents.

Work to protect Chicago from any federal efforts to marginalize and dehumanize LGBTQ+ people.

With a president who has made clear where he stands on LGBTQ+ issues by banning transgender individuals from serving in the military and advocating for businesses' right to discriminate against LGBTQ+ individuals, Chicago needs a leader who will stand up to the president and fight for LGBTQ+ rights. Susana has no problem standing up to bullies -- she did it for the past three years by standing up to a governor who wanted to take away union rights and refused to pay social service providers serving the most vulnerable Illinoisans. Susana also hasn't been afraid to stand up to President Trump on his family separation policy and anti-immigrant rhetoric. The LGBTQ+ community can have confidence that Susana will always be in their corner, fighting alongside federal attempts to roll back hard-won rights. There will be no ally more vocal and more tenacious than Susana.

Make government documents reflective of the gender spectrum

The CityKey, Chicago's municipal ID, launched in March 2018. At its launch, the CityKey provided applicants with the option to self-select their gender, choose a non-binary option, or elect to have a gender marker left off. Additionally, individuals who prefer not to use their full legal name were given the option to use their initials instead. This was a profound step forward for recognizing the diversity within the LGBTQ+ community and giving them identification that matched the fullness of who they are. Susana wants Chicago to continue to lead on this issue. She will seek to expand the practice of allowing individuals to self-select their gender, choose a non-binary option, or elect to have a gender marker left off on government documents produced by the city. Gender non-conforming people should always have the option to present themselves exactly as they are, without having to force themselves into the box of binary gender.

Healthcare**Support the Getting to Zero campaign to end HIV.**

Since 2001, Chicago has seen an overall decrease in new HIV cases. In 2017, HIV diagnoses in Chicago hit a new, record-low after 15 years of declines. Even with this progress, African American and Latino men who have sex with men (MSM) and transgender people of color continue to face disproportionate rates of HIV infection. In fact, in 2014, 48.2% of new HIV infections among MSM in Chicago were African American. Despite great progress combating the spread, there is a lot more work to do. Susana is committed to continuing and expanding programs to end HIV. She will work with the Chicago Department of Public Health and other leading organizations to renew and expand funding for vital initiatives, and make sure that HIV-prevention and -awareness is a top priority for the City on a long-term basis

Expand access to PrEP.

In 2016, the Chicago Department of Public Health received a 2-year grant of \$3 million that allowed them to launch a public campaign to build awareness around Pre-Exposure Prophylaxis (PrEP). The grant was used to support the implementation of programs with a focus on education, accessibility, and engagement around PrEP in an effort to reduce the number of new HIV cases. In addition, money from the grant was also used to support programming that uses local surveillance data to find and re-engage HIV positive individuals who are not receiving necessary medical care to prevent the spread of HIV. While significant progress has been made, it's important that the city continues to expand access to PrEP, especially to communities of color and neighborhoods on the south and west side of the city. Susana would work to spread awareness about the importance of PrEP, including supporting the PrEP4Love campaign and letting more Illinois residents know that Illinois residents can receive PrEP for free.

Fight for equality in treatment.

57% of LGBTQ+ people report they are not treated equally

in the health care system.

These experiences included being refused treatment, verbally harassed, physically or sexually assaulted, or having to teach the provider about transgender people in order to get appropriate care.

These issues are particularly acute for the transgender community. 33% of transgender individuals feel discriminated against by their own doctor and 24% of transgender people in Illinois did not see a doctor when they needed to because of fear of being mistreated as a transgender person. That's why Chicago needs to expand access to LGBTQ+ culturally competent health care in neighborhoods throughout the city. By encouraging health providers to train staff on LGBTQ+ issues, adopting policies like ensuring same-sex couples get family visitation rights, and requiring patient non-discrimination policies, Susana will work with the LGBTQ+ community to ensure that more people feel welcome and comfortable knowing their providers understand the issues that face the community when they go to access healthcare services.

End transgender discrimination in healthcare.

Susana is proud that Chicago is one of the largest cities to offer health coverage for transgender employees' gender reassignment surgery. As mayor, Susana commits to ensuring that every city agency and private city-contractor has a policy that covers transition related healthcare and prohibits discrimination against employees who are transgender.

Strengthen mental health resources and ensure that culturally competent care is offered.

Mental health impacts every community in Chicago, including LGBTQ+ Chicagoans. That's why Susana recognizes that mental health care needs to be culturally competent to address the unique needs of various diverse communities in Chicago. The US Department of Health and Human Services reports that the general health and mental health needs of LGBTQ+ patients are undermet, and a survey found an average of only 5 hours were devoted to teaching about LGBTQ+ health and a third of schools did not address the topic at all during clinical training. It's time to end the stigma around mental health

care and getting treatment for mental health issues. Public awareness, education and training campaigns can help to normalize and mainstream mental health so that Chicagoans feel just as comfortable talking about a mental health condition as they would addressing a physical one. This includes helping people recognize and address conditions in themselves and others to create early interventions. Susana is committed to investing in more mental health care resources, especially in the wake of the devastating mental health clinic closures. Susana would invest more resources in relevant departments like the Department of Public Health and also look to explore innovative new forms of health care like telehealth.

Susana will work with the LGBTQ+ community to ensure that more people feel welcome and comfortable knowing their providers understand the issues that face the community when they go to access healthcare services.

Economic Development and Jobs.

Support LGBTQ-owned business.

Currently, LGBTQ-owned businesses do not fall under the city's Minority and Women-Owned Business (M/WBE) Certification Program. That needs to change. Susana has committed to recognizing certified LGBTQ-owned businesses in municipal supplier diversity programs so that LGBTQ-owned firms are adequately represented when it comes to city business. By enacting that policy, it ensures that LGBTQ-owned business have access to business within the city and encourages LGBTQ+ business owners to hire within the community.

Support quality job training targeted for LGBTQ+ individuals.

LGBTQ+ people of color experience unemployment rates of 4 times the national average. Susana has a plan to ensure access to quality job training and continued education that will translate to successful, well-paying jobs for LGBTQ+ people of color. By working with groups like the City Colleges of Chicago, Center on Halsted, and more, Susana will expand access to resources that

can put LGBTQ+ individuals on a pathway to financial independence.

Public Safety

Implement police training and guidelines for treating LGBTQ+ individuals, particularly LGBTQ+ people of color, non-binary, transgender and intersex individuals.

LGBTQ+ people are overrepresented in the criminal justice system. Nationally, one in five young people who are in juvenile justice facilities identifies as LGBTQ+. In fact, LGBTQ+ young people are four times as likely to be caught up in the criminal justice system as their non-LGBTQ+ peers. And in Illinois, 69% of transgender people who interacted with law enforcement officers who thought or knew they were transgender reported experiencing some form of mistreatment. We also need to think about these issues in an intersectional way, because only focusing on LGBTQ+ issues ignores the fact that LGBTQ+ individuals of color will also confront a different set of challenges. While the police department has released directives to help guide officers on interactions with LGBTQ+ individuals and they've made some good first steps, it's

important that the words on the page are translated to actions in the real world. In Susana's administration, police policies would explicitly include:

1. LGBTQ+ sensitivity training
2. Nondiscrimination policies
3. Zero tolerance harassment policies
4. Policies that require officers' to respect individuals' gender identity, use individuals' preferred name and pronoun
5. A prohibition on searches conducted for the purpose of assigning gender based on anatomical features

Focus on solving hate crimes. According to the FBI, 20% of hate crimes are perpetrated because of the victim's sexual orientation or gender identity.

Nationally, there is an epidemic of violence against transgender people. In 2018, two transgender women of color were murdered in the City of Chicago. Yet, the police have failed to resolve these cases. To combat the rising hate crimes, Susana will explore new ways to report and solve them. She will look to a similar approach as the Los Angeles Police Department, who have dedicated hate crime coordinators across the city. Susana will direct the Superintendent to assign a

Hate Crime Coordinator to each community policing office in every district across the city. This will make reporting hate crimes more accessible and more comfortable to all residents. These coordinators will receive additional training on how to respond and handle sensitive cases like these. In addition, she will also direct the Superintendent to assign at least three detectives to the Civil Rights Unit of the Department who will work solely on investigating and solving hate crimes.

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Invest in violence prevention, especially for the transgender community.

Violence against transgender individuals has seen a dramatic increase across the city, especially in the South and West sides. The City has invested millions of dollars into violence prevention services, however, there has not been enough effort to bring in services to prevent violence within the transgender community. Susana is committed to investing more into violence prevention services, especially for the transgender community. She will work with leading organizations such as the National Center for Transgender Equality to bring in the best anti-violence groups in order to combat the heinous crimes being committed against our transgender community.

Increase the number of LGBTQ+ liaisons. Chicago has only one LGBTQ+ liaison in the entire police department.

It is an impossible task for that one liaison to serve Chicago's entire LGBTQ+ population in their interactions with Chicago Police. Susana wants a renewed focus on true community policing, and it's impossible to do that without having a police force reflective of the diversity

in the community and police officers dedicated to reaching out to the community. As part of a robust community policing program, Susana will look to increase the number of LGBTQ+ police officers hired overall, as well as increase the number of LGBTQ+ liaison officers in the city.

Housing

Ensure LGBTQ+ seniors can live with dignity. It is shameful that LGBTQ+ seniors who led the fight for equality are not able to live out their senior years with dignity.

In Susana's administration, their needs will be part of the planning process for affordable housing. 78% of LGBTQ+ seniors entering long term care (LTC) facilities go back in the closet and 23% in Long Term Care facilities have experienced verbal or physical harassment from staff and/or other residents. LGBTQ+ seniors are 3 to 4 times less likely to have children and are twice as likely to age alone, which makes it all the more important that we provide them with support. We need to make sure all of our seniors can enjoy the same ability to be who they are and love who they love throughout their entire life. Susana would look to places like Town Hall

senior center and the “Under One Roof” intergenerational housing concept being championed by Pride Action Tank as models for intentional inclusiveness and community and would also work to ensure that seniors can live out, proud and safe in every senior facility.

Create solutions tailored to the needs of homeless LGBTQ+ youth.

A 2018 study of LGBTQ+ homeless youth by Chapin Hall identifies a “critical” need for new efforts that “integrate safe spaces, rapid and sustained exits from homelessness, positive adult connections, and culturally attuned mental and physical health supports... that recognize and reinforce their strengths and personal agency.” 40% of homeless youth are LGBTQ+. Those homeless youth are primarily transgender and people of color. Nearly a quarter of LGBTQ+ black youth aged 18-25 experience homelessness. It’s clear that youth homelessness in the LGBTQ+ community, particularly in communities of color, is a growing epidemic. Despite the need for housing for youth, according to the Lakeview Action Coalition, there are only a little over 200 units (temporary, transitional and permanent) in the city of Chicago, and 24 interim

beds for minors. Susana has pledged to tackle the issue of homelessness head on by supporting a dedicated fund for eradicating homelessness created by increasing taxes on the sale of mansions. Susana would allocate some of those funds directly to crafting solutions that help LGBTQ+ homeless youth. Susana visited Broadway Youth Center in January and would view it as a model for ways in which to expand services for at-risk LGBTQ+ youth. She would also work to end policies that discriminate against LGBTQ+ youth, such as facilities that require youth to identify with their biological sex to secure housing.



Education

Increase LGBTQ+ mentorship and representation in schools.

Susana's 50NEW initiative will be a mechanism for increasing the number of adult mentors that are available to children in schools. We will work to make sure that those mentors represent the LGBTQ+ community, so that students feel safe to learn and have an opportunity to be exposed to mentors and support that could be gateways to careers.

Inclusive education, including LGBTQ+ history.

Susana is a strong supporter of legislation proposed by Equality Illinois at the state level to incorporate LGBTQ+ history in curriculums. If passed, Illinois would become only the second state in the nation to approve a LGBTQ-inclusive curriculum. Susana would help lead the charge for that legislation as Chicago's mayor.

Work on strong anti-bullying policies.

In Illinois schools, 80% of youth who are transgender or are perceived as transgender report some form of mistreatment at some point between kindergarten and the 12th grade. This mistreatment can include verbal harassment,

being prohibited from dressing according to their gender identity, encountering harsher discipline than their peers, or being physically or sexually assaulted. Furthermore, 89% of LGBTQ+ youth in Illinois have heard the word "gay" used as a pejorative. In addition to implementing a strong Youth Bullying Prevention Policy and increasing LGBTQ+ mentorship so that students have people to turn to, Susana will also work to invest resources to address online bullying, and spread awareness of resources like the Trevor Project, that are focused on crisis intervention and suicide prevention amongst LGBTQ+ young people, and invest in resources to address online bullying.

Expand Gay Straight Alliance groups in high schools.

Studies have shown that having a Gay Straight Alliance club in high schools is beneficial to all students, LGBTQ+ or not. They help build awareness, acceptance, and support for non-LGBTQ+ students, and provide a safe place for LGBTQ+ students to connect, support, and mentor each other. As mayor, Susana will ensure that more Chicago Public School high schools have Gay Straight Alliance clubs and they get the support they need throughout the district.

(SHE) PLAN



SHE Plan

Safety, Health, and Empowerment (SHE) Plan for Women

Susana believes women's rights are human rights. As the first woman elected Chicago City Clerk—and as a mom—she knows gender equality is critical to the city's future. Mayor Mendoza will fight to ensure every woman in every neighborhood can thrive. The SHE Plan includes three pillars to support women: Safety, Health, and Empowerment.

SAFETY

Chicago will never have gender equality without safety from violence and sexual misconduct. That is why Susana co-chaired the Anti-Harassment, Equality and Access (AHEA) Panel, which created comprehensive guidelines for Illinois political campaigns. As mayor, she will work to bring a culture of safety to City government and our neighborhoods while holding perpetrators accountable. This commitment to a safe, supportive workplace will benefit men and women alike. Susana will:

Provide more resources to enforce sexual misconduct policies for City Hall, all agencies, and contractors.

The Supreme Court declared decades ago that workplace sexual harassment violates federal law. Women are speaking out across industries against the culture of rampant gender discrimination and sexual misconduct that persists to this day. It's time to upend that culture. Although City government has reasonable policies against misconduct by public employees, it does not provide adequate resources for timely, professional

investigations. Susana will robustly support the enforcement of policies against sexual misconduct, including retaliation against those who come forward, and institute comprehensive employee trainings that include difficult and realistic hypotheticals, including bystander training. She will also require that City vendors submit their policies on gender-based misconduct and violence when responding to requests for proposals.

Strengthen policies for dealing with sexual misconduct accusations.

With workplaces around the country mishandling sexual misconduct allegations, including in political campaigns and government, it's clear we need strong, consistent policies for handling sexual misconduct allegations. Based on the work of the AHEA Panel she co-chaired, Susana will ensure that all employees of City government have multiple avenues for reporting misconduct so they'll never have to do so through the person who committed the

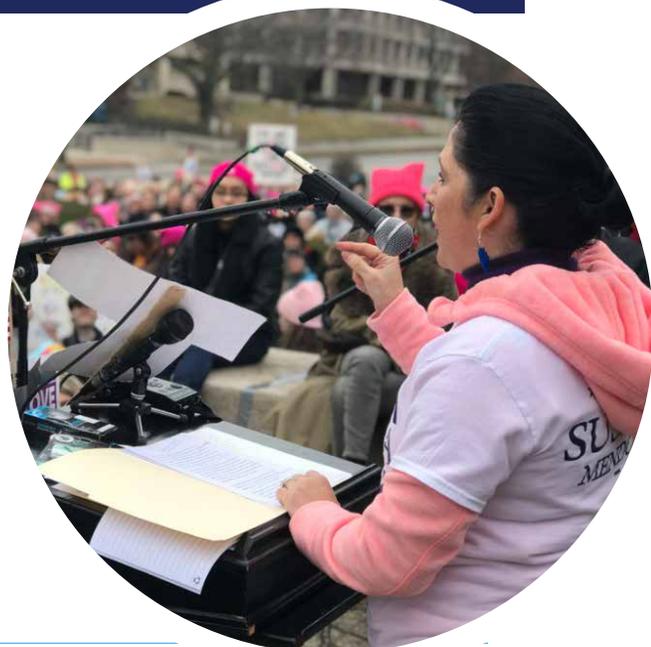
misconduct. There will also be an independent body to receive complaints and clearly document when supervisors learned of the accusations and what actions they took in response. Susana would ensure fair and thorough investigations and enact a blanket policy against requiring victims to sign non-disclosure agreements regarding sexual harassment.

Provide the resources necessary to prevent and respond to sexual assaults.

Teen girls face deep challenges due to sexual violence and abusive relationships. Susana believes we must protect young women today to support the wellbeing of the next generation. As mayor, she will ensure robust funding to prevent and respond to sexual assault through access to youth programs funded by City departments and sister agencies including the Department of Family & Support Services, Chicago Public Libraries, and Chicago Public Schools. The funding will go toward crisis response and support groups for children at various sites, as well as training and assistance to government agencies, nonprofit groups, and parents to identify and prevent sexual abuse. Susana will also expand City programs

that teach teens how to foster healthy, respectful relationships in dating and among friends. Abusive relationships must never be normalized.

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HEALTH

Reproductive healthcare is healthcare. Women must be able to make their own healthcare decisions while enjoying full and equal access to the healthcare system. It's also impossible for women to access full economic freedom without access to reproductive healthcare and choice. Susana will:

Prohibit the use of City funds, including TIF dollars, to attract or retain businesses and institutions that refuse to cover reproductive healthcare for their employees.

Susana supports expanding healthcare access throughout Chicago, and it must never come at the expense of women's reproductive rights. Unlike some mayoral candidates, Susana opposes the City Council's \$5.5 million subsidy to Presence Health, which refuses to provide birth control and abortions. A University of Chicago study found that in Cook County, black and Latina women are more likely to be enrolled in health insurance plans where in-network hospitals are predominantly Catholic, making it more difficult to access reproductive healthcare. Susana would work to reduce and reverse that disparity. She also opposes handouts to companies that won't cover

reproductive healthcare for employees. Under Susana's watch, taxpayer dollars will not be used to diminish women's access to healthcare.

Expand access to community-based healthcare that includes reproductive healthcare, especially in underserved areas on the south and west sides of Chicago.

Federally-qualified health centers, Planned Parenthood clinics, and other healthcare providers offering reproductive services must receive support so women aren't stuck with a discriminatory provider. With the Trump Administration making it easier for employers to deny employees contraception, this imperative is even more urgent. Women in underserved communities, especially on the south and west sides, deserve access to the same full options of reproductive healthcare services as other women. People shouldn't have to leave their communities to access the healthcare services they need. Susana will also ensure that if the Trump Administration continues to undermine reproductive rights and cuts funding for family planning under Title X, the City will fight back and serve as a backstop with additional funding.

Fight for repeal of the Hyde Amendment at the federal level.

Since 1976, the Hyde Amendment has prohibited federal Medicaid funding from going to safe and legal abortions—maintaining inequality for low-income women, disproportionately women of color. Eliminating this law would help ensure that every woman has access to reproductive healthcare services, no matter the size of her bank account. It would also allow the state of Illinois to shift more of its own Medicaid dollars to other healthcare priorities as the federal government fulfills its financial responsibility on abortion.

EMPOWERMENT

Women deserve the opportunity to participate fully in the economic and social fabric of Chicago. That requires transforming our institutions to let women thrive as mothers, workers, and leaders alike. Susana will:

Create family-friendly workplaces in City government.

One of the biggest drivers of the gender pay gap is rigid rules preventing parents from caring for children. Susana will explore options for flex time, longer parental leave, enhanced daycare onsite, and more part-

time options for government employees. Men, too, must have options so women can pursue careers and professional growth.

Provide lactation rooms in all City-run buildings. Moms who are breastfeeding can't just decide to hold off on pumping during the workday.

They need designated rooms where they can express breast milk in private. State law requires employers to provide such rooms, but the city of Chicago is not in compliance. Many City-run buildings, including schools, lack the required accommodations. Susana will change that, creating an environment that supports mothers as they go back to work.

Susana will also ensure that if the Trump Administration continues to undermine reproductive rights and cuts funding for family planning under Title X, the City will fight back and serve as a backstop with additional funding.

Create and support female mentorship programs.

Susana is a strong believer in mentorship to strengthen the pipeline of female leaders. Susana has a strong track record of supporting and promoting female leaders because she knows the importance of having gender diversity in the rooms where decisions are made. City government has a strong role to play in connecting women in the private, public, and nonprofit sectors to mentoring opportunities that help them navigate the workplace and become civic and business leaders. As mayor, Susana will implement mentorship programs within City government and support programs across Chicago to create pathways for women.

Support female entrepreneurship.

Chicago has emerged as a global leader in entrepreneurship. While the number of female entrepreneurs in this city is on the rise, the number is rising faster nationwide—and the number of employees at women-owned businesses in Chicago is stagnating. Susana will do better. She has a record of dedication on this issue, having championed legislation

as a state representative to create a program targeting state grants to female entrepreneurs. As mayor, she will work to increase women's access to capital, both debt and equity, by expanding microloans and technical assistance for emerging and startup businesses. These efforts will be in partnership with neighborhood institutions that have deep roots in the community. She will also seek to expand the scope of the Chicago Cook Workforce Partnership to include entrepreneurship in disadvantaged communities. And she will work to increase City contracting for women-owned businesses and ensure they are paid on time.



ENVIRONMENT PLAN



A HEALTHIER AND MORE SUSTAINABLE CHICAGO

With Washington asleep at the switch, and a president that denies the science of climate change, there is nothing more critical than creating a clean, sustainable city, where current and future generations can live healthy, active lives. In addition to doing everything she can to make Chicago a city that's cleaner, greener, and more just, Susana will team up with environmental organizations and other cities and states to fight back against any President Trump and Congressional Republicans' attempts to roll back environmental regulations.

As mayor, Susana will tackle the big environmental challenges our city faces by investing in green jobs to lift up every neighborhood across our city, standing up to polluters who disproportionately harm working families and communities of color, and being an advocate who understands the threats of climate change and acts with appropriate urgency. Environmental sustainability, public health and neighborhood economic growth are intertwined. Closing the last two coal-fired plants in the city and cracking down on petroleum coke facilities means Chicagoans are breathing cleaner air, but the next mayor must do even more. These issues are also deeply personal to Susana as someone who lives an extremely active lifestyle and suffers from asthma. Susana will explore opportunities to invest in energy efficiency, transit, safe drinking water and green infrastructure that will create jobs and improve quality of life.

Make Chicago's energy 100% clean and renewable by 2035.

The next mayor should set a goal of having the city's energy—from residential homes to city and sister agencies—be 100% clean and renewable by the year 2035. This would be a crucial step towards combating climate change, saving taxpayers money, and creating thousands of green jobs. This can be accomplished by taking the following steps:

Move city and sister agencies to 100% clean power. The city and its sister agencies should move to 100% clean energy.

This can be accomplished via a competitive bidding process where the city asks for clean power portfolios that use renewable energy credits, which help subsidize the development of clean power throughout the state and region.

Use municipal aggregation to provide 100% clean power to residents. Earlier this decade, the city used a tool known as municipal aggregation, which allows the city to negotiate with an electricity service provider on behalf of its residents, to save on energy bills to take advantage of temporary market conditions. Susana will revisit using this tool to find a partner that can provide 100% clean energy to Chicago's residential customers.

Launch a campaign to encourage large industrial and commercial customers to go 100% clean energy. Currently, large industrial and commercial users of electricity buy their power directly from the utility companies. Susana will expand the city's Retrofit Chicago initiative to encourage these businesses to seek 100% clean power portfolios.

Adopt an environmental justice framework for new developments.

As part of the zoning process, the next mayor should require developments to undergo an environmental justice screen to determine whether new projects will have a disproportionate environmental impact on disadvantaged neighborhoods. This policy change recognizes the long history of governments and businesses locating activities with

harmful environmental impacts in low income neighborhoods and communities of color.

As mayor, Susana will address historical environmental injustices in two ways. First, she'll ensure that economic development does not come at the expense of public health and environmental protection. By working on procedures for appropriate zoning and permitting so that waste is not dumped upon particular neighborhoods, we can begin reversing the history of environmental and health burdens that have been placed upon certain parts of the city. However, we must go beyond mitigating the problems of waste and pollution. For communities that have disproportionately borne the brunt of harmful environmental practices, they should disproportionately benefit from the creation of new green jobs and robust green space. As Chicago continues its transition towards clean energy, there should be a particular focus on revitalizing neighborhoods that were affected by discriminatory placement of industrial waste.

The next mayor should set a goal of having the city's energy—from residential homes to city and sister agencies—be 100% clean and renewable by the year 2035.

Restore polluted sites to safe neighborhood hubs. Susana spent the first few years of her childhood in the Little Village community. For too long, areas like Little Village, Pilsen, and neighborhoods on the South and Southeast Side of the city have been dumping grounds for industrial waste and pollution. After years of neglect, some neighborhoods are finally getting the resources they need to repair decades of damage. One toxic Little Village site recently received \$500,000 from the EPA Brownfields program to cleanup a brownfield site that had previously housed chemical and manufacturing companies. But there are still many more sites to go, from the lead-contaminated soil in Pilsen to cleaning up communities affected by toxic manganese along the Calumet River. Susana will work together with state and federal officials to get the dollars necessary to undo the toxicity that has been implanted into these communities. We need to ensure that no matter what community you live in, you have the opportunity to live in a safe environment.



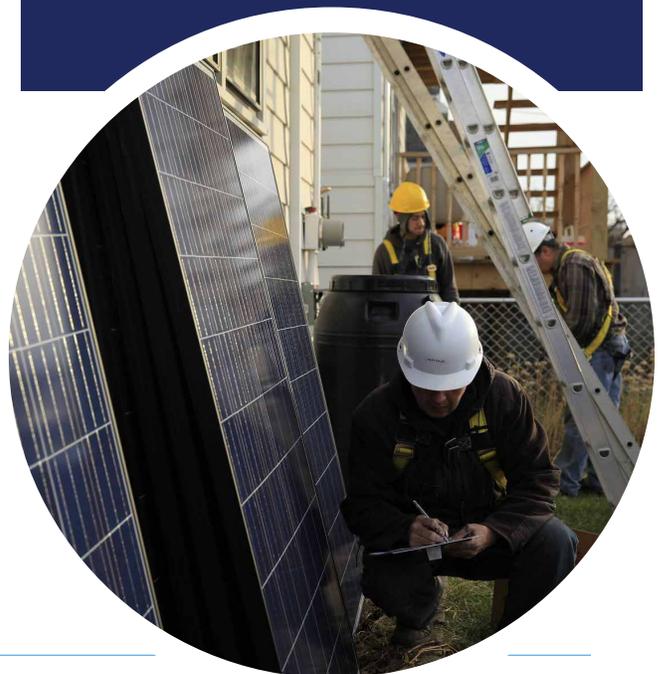
Illinois' Future Energy Jobs Act will be a powerful tool for investing in green jobs in an equitable way. From the Solar Craft Apprenticeship Program, which will provide diverse populations with solar knowledge, to the Multicultural Jobs Program to fund community-based, diversity-focused organizations to provide participants development, economic, or career-related opportunities in clean energy

Focus green job development on environmentally-impacted communities.

Every decision made by Susana’s administration—from energy policy to policing strategy to investment choices—will require an analysis of the implications on building a more equitable and inclusive city. As we transition to a fully clean energy economy, we should take advantage of all the opportunities it presents. Not only will we be able to mitigate pollution and harmful environmental impact, we can also use the transition to level the economic playing field for many communities that have been left behind throughout the city. Illinois’ Future Energy Jobs Act will be a powerful tool for investing in green jobs in an equitable way. From the Solar Craft Apprenticeship Program, which will provide diverse populations with solar knowledge, to the Multicultural Jobs Program to fund community-based, diversity-focused organizations to provide participants development, economic, or career-related opportunities in clean energy, Susana will take advantage of the amazing opportunities that are available for increasing green jobs. Combining that work with Susana’s “Solar in

Schools” program and the 50NEW Initiative to repurpose underutilized schools, we can provide job training for green energy jobs, and use our transition to clean energy as a mechanism for economic revitalization.

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Create a “Solar in Schools” community solar program.

In order to both educate our young people about the importance of the environment and create green job opportunities, Susana will look to create a “Solar in Schools” program to put solar panels on school buildings. The “Solar In Schools” program will also be integrated into her plan to revitalize underutilized schools, the 50NEW Initiative.

Install microgrids in schools. In Illinois, some environmental advocates have already begun the process of helping bring solar energy to schools.

By building upon the work that groups like the Illinois Clean Energy Community Foundation’s Illinois Solar Schools program have done, Susana will help take the next step by proposing a program where microgrids are built in Chicago public schools. In order to fund the program, Susana would look to tap into funds from the Future Energy Jobs Act and work to build partnerships with utilities. These microgrids can have transformative impacts. As the Rocky Mountain Institute has shown with its program installing renewable microgrids in schools in Puerto Rico, microgrids in schools can reduce carbon emissions associated with

the electricity sector, improve resilience of infrastructure, improve the functioning of the local electrical grid, serve as a teaching tool, and save the school money on operating costs. Working with private industry, non-profits, environmental groups and new community solar initiatives, Susana will secure funding to help expand those programs throughout Chicago public schools.

Improve environmental education. Many schools have already seen the powerful educational impact that having solar panels on campus can have on a limited scale. With an expansion of solar panels in schools, Susana will be creating a powerful tool for educators to talk to their students about environmental stewardship, energy efficiency, and the STEM economy. The U.S. Department of Energy already publishes curriculum and lesson plans related to solar energy for K-12 grades, and having on-site solar energy will only enhance learning for students throughout the city.

Facilitate training for green jobs. The International Brotherhood of Electrical Workers labor union and the National Electrical Contractors Association have partnered up to help schools in the Chicago area maintain and improve existing solar arrays along with installing new smaller educational arrays for schools. At Audubon Elementary on Chicago's North Side, an IBEW team rehabbed a 10 kW existing array with grounding repairs, a new inverter and new panels to replace broken ones. The "Solar In Schools" program will continue to present additional opportunities for partnerships between industry, labor, and educational institutions to help train more workers for the green industry of the future.

Utilize school grids and solar farms to create community solar programs. As more microgrids are created in schools, they can become the bedrock of a robust community solar program alongside the solar farms that are being created throughout the city. Programs like "Solar in Schools," UIC School of Public Health's initiative to turn brownfields on the city's South Side into solar farms and Solar Chicago's creation of the largest low-income solar project in the

country are continuing to increase the city's solar capacity. To build on that work, Susana will launch a community solar program to make it easier for citizens and businesses to invest in those solar projects, while also potentially offering low-income residents the opportunity to save on their utility bills through the use of tax credits for building solar. Community solar is a concept that allows people to buy a share of a solar project without owning their own solar panels, allowing many people to invest in solar energy who would not otherwise be able to. A new wave of community solar programs will be a powerful tool for the expansion of renewable energy in Chicago.

Susana will look to create a "Solar in Schools" program to put solar panels on school buildings. The "Solar In Schools" program will also be integrated into her plan to revitalize underutilized schools, the 50NEW Initiative.

Expanding Green Space and Parks.

Susana and her husband David are avid cyclists. They love getting on their bikes, attaching the burley for their son David and exploring the different bike trails throughout the city. She believes that the city's greatest gems are neighborhood parks, and there have to be more of them. Not only will expanding park space improve quality of life for Chicagoans, it will make an environmental impact through reduced emissions and better conservation. Studies also show that people who live in neighborhoods with more green spaces have better cardiovascular health and lower levels of stress. A 2014 study showed that people who moved to greener urban areas felt an immediate improvement in their mental health, and that lift was still fully present three years later. Increased green space has also been linked to decreased city violence. According to Melinda Ring of Northwestern's Feinberg School of Medicine, studies have concluded that there is a clear association between more green and less crime. This is Susana's plan to expand parks and green space:

Preserve and enhance biodiversity. As Susana looks to expand parks and green spaces throughout the city, she wants to ensure we are properly preserving biodiversity by using native plants and creating natural areas for migratory

species. As part of this effort, Susana will bring together the experts who have been working on this issue for decades, like the Sierra Club's Lands Wildlife Habitat Team and the Chicago Botanic Garden's Plant Science Center. Working with those experts, Susana will make sure that additional green space and parks are created in a way that enhances sustainability rather than potentially destroying existing ecosystems. Susana would also explore options to transform spaces like Northerly Island into an urban wilderness classroom to bring youth and seniors closer to aquatic wildlife. Susana would work in partnership with key stakeholders to build up sites that can help inspire the next generation of scientists and explorers as well as illustrate innovative climate and coastal resiliency solutions for urban planners from across the Great Lakes.

Continue on the path to a clean and usable Chicago River. While Chicagoans know and love the lakefront park and trail system, there is a tremendous opportunity to create another great active transportation option by fully expanding the Chicago River Trail after its initial development over the past five years. Susana will begin by working with all relevant stakeholders and community groups to ensure that community needs are prioritized as the River Trail is built out, with a focus on creating low-stress bike and pedestrian connections to transit so that the Chicago River Trail can be a fully integrated part of a truly public transit system. She will also work to ensure that the Chicago River continues to be cleaned up so that a River Trail can be part of an environmentally-friendly recreation and transportation ecosystem.

Equitable park resources. Chicago has a long history of failing to equitably distribute park resources. As mayor, Susana will ensure that park resources are distributed in equitable ways throughout Chicago's neighborhoods and will fight to make sure that everyone in the city has the ability to access parks and

public open space. Susana will also work to create "green playgrounds," which can be eco-friendly structures that help generate energy, divert water and reduce pollution. A new neighborhood advisory council will help hold the mayor accountable and ensure that these resources are equitably dispersed.

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Commit to protecting Chicago's air quality.

According to the American Lung Association's 2018 State of the Air Report, Chicago gets an "F" grade for air pollution. That makes Chicago the country's 22nd most polluted city in the country. Estimates show that more than 683,000 adults and 170,000 children in the Chicago area suffer from asthma—including Susana—and more than 470,000 adults in the area have been diagnosed with chronic obstructive pulmonary disease, also known as COPD.

from industrial emissions and designating a special freight route to reduce ozone. Susana will work with partners from the healthcare industry, technology, and environmental groups to bring innovative pilots like "smart inhalers" to Chicago. This program will build upon the work Chicago is already doing with its "Array of Things" that uses sensors on lampposts to measure air quality.

Invest in pilot programs to monitor air quality like the use of "Smart Inhalers."

In Louisville, home of some of the worst air pollution in the country, there has been an innovative experiment taking place to monitor and improve air quality. The AIR Louisville program has created a voluntary program to use smart, connected inhalers that track when, where, and how often asthma patients use their inhaler in order to map hot spots where air pollution is particularly bad. The city can then combine that data with data from air sensors to get a comprehensive picture of respiratory health risks. City officials were then able to make policy adjustments based on the data, such as changing zoning to separate people



Utilize analytical tools to judge policy decisions on how they affect air quality.

The University of Chicago's Energy Policy Initiative has introduced a new tool called the Air Quality Life Index (AQLI). By translating air pollution into average life expectancy around the world, they've been able to quantify the exact human costs of pollution in the air. By their measure, particulate pollution takes some 1.8 years of life off the average person -- more than smoking, alcohol and drug use, or road injuries. The group has also been able to use their tool to assess the impact of decisions by policymakers, such as the implementation of the Clean Air Act in the United States, China's National Air Quality Action Plan and Mexico's ProAire program. Because the AQLI uses highly localized satellite data, it's possible to report life expectancy data down to the county level. Working with these analytical tools, Susana would be able to make informed decisions on how the city's policy choices are affecting air quality and make appropriate adjustments if necessary.

Ensure that all of Chicago has clean water.

When it comes to protecting the environment, there is no more basic and essential task than preserving the quality of water, both as a natural resource and for human consumption. On both fronts, Chicago has seen its fair share of failures in the past. To begin to rectify those missteps, Susana will do the following:

Fight for lead-free drinking

water. No family should be afraid to drink water from their faucet. Susana strongly supports efforts at the state level to identify and ameliorate key lead pipe risks, especially in schools and child care centers, and she will fight alongside Governor Pritzker to enact legislation that can help Chicago replace dangerous water infrastructure. Currently, Chicago only tests 50 samples every 3 years to determine whether our drinking water has lead at dangerous levels. Susana would advocate for a far more robust testing protocol that ensures we get an accurate reading on how bad the problem really is. At the same time that we fight at the federal and state level for resources and help in combating the problem, Susana will explore options at the city level to replace lead service lines and water mains and increase access to testing and filters.

Protect Lake Michigan. Lake Michigan is one of the most amazing natural resources in the country, perhaps even the world. As the most populated and largest city on Lake Michigan, it's crucial that we lead the way and do everything we can to protect it. Allowing Asian Carp to invade Lake Michigan would be a death blow to our precious natural resource, devastating the entire Chicago Area Waterway System and the Great Lakes region. However, Chicago will not be able to bear the full weight of protecting Lake Michigan alone -- the problem will have to be solved by involving all stakeholders. As mayor, Susana pledges to work with our new governor, as well as other regional governors and mayors to fight for the necessary funding to protect Lake Michigan. Because the solution to the problem will likely involve the Army Corps of Engineers, Susana will work with others to ensure that Congress funds the necessary projects to keep invasive species out. In addition to dealing with the threat of invasive species, Susana also plans to protect Lake Michigan from polluters who threaten the water quality of the region. In 2017, Chicago formed a legal team to sue corporations that have violated the law.

It has already been used to sue U.S. Steel for spilling toxic metal into crucial waterways. Susana will ensure that this type of protective legal action continues. By building a broad regional coalition and standing up to polluters, we can ensure that Lake Michigan continues to be a robust natural resource for generations to come.

Prevent sewer overflows.

The most cost-effective and immediate solution to Combined Sewer Overflows (CSOs) is to expand investment in green infrastructure that prevents rainwater from reaching our sewer system in the first place. We can also invest in green spaces like rain gardens to both increase green space and prevent sewer overflows. Susana will double down on efforts to ensure every CDOT and Water Department project incorporates common sense solutions that keep runoff out of our sewers and work to link overflow prevention efforts to the creation of more parks, open spaces and green infrastructure.

Put Chicago on the path to being a Zero Waste city.

A recent Better Government Association analysis found that only 9% of the city's waste is actually recycled, with tons of content placed in recycling bins ending up in landfills. The next mayor must address this problem and set a goal of diverting 50% of its waste from Chicago's landfills by 2030. Achieving this goal will require a combination of revamped management of the recycling program, improved education of residents, and incorporation of new technology to provide better data about bin contents and waste streams. Initiatives include:

Create a Zero Waste Challenge in partnership with Chicago businesses. We can only achieve these ambitious goals together. It is for this reason that Susana will establish the Mayor's Zero Waste Challenge building on the City's ambitious goals. The Mayor's Zero Waste Challenge will invite Chicago businesses to match the city's zero waste goals by challenging them to divert their waste from landfill and incineration. By participating, businesses would be role models for others in their industry and would be celebrated by the Mayor's Office as leaders in environmentally sustainability. Participants would also be required to

donate leftover edible food to local charities to help end hunger in Chicago and amplify the public education campaign.

Lead a youth public education campaign. Those most impacted by our efforts to create a sustainable future are our children and youth. Susana will work children and youth leaders to develop an educational campaign to encourage all in Chicago to build a sustainable future together. By mobilizing Chicago public schools, libraries, community organizations, cultural institutions like our zoos and aquariums, and NGO partners, this effort will move us closer to our Zero Waste goals.

As the most populated and largest city on Lake Michigan, it's crucial that we lead the way and do everything we can to protect it. Allowing Asian Carp to invade Lake Michigan would be a death blow to our precious natural resource, devastating the entire Chicago Area Waterway System and the Great Lakes region.

Advocate for recycling.

Chicago's recycling program has been subpar for far too long. From the failed "Blue Bag" initiative to a recycling rate that's been declining since 2013, it is clear that there need to be major changes to the management of Chicago's recycling program. As mayor, Susana will set a goal of diverting 50% of waste from Chicago's landfills by 2030. Susana will begin by embarking on a citywide education campaign to encourage more recycling. She would also examine whether recycling bins are being unnecessarily tagged as contaminated, which diverts recyclable materials to landfills and brings down Chicago's already abysmal recycling rate. If there are any companies that are intentionally mislabeling recycling, Susana will hold their feet to the fire. Susana will also look for opportunities to expand recycling to multi-unit apartments and businesses, and help promote best practices for recycling to Chicagoans.

Conducting a rigorous review of managed competition.

The city's low recycling rates are an ongoing problem. According to the Better Government Association, waste hauling crews have labelled nearly

600,000 recycling bins are "contaminated" and diverted them to landfills. Of this number, 90% were labeled by Waste Management, a firm that receives revenue when waste is sent to its landfill. Waste Management is one of the city's two private providers participating in the city's managed competition program, which has never been evaluated by the city. Susana will order a full evaluation to determine whether managed competition is working for the city's residents.

Cut down on single-use

plastics. A recent study showed that 90.5% of the plastic waste ever made has never been recycled. That's why it's crucially important to reduce single-use plastics. After successfully cutting down on the use of disposable plastic bags through the implementation of the bag tax, Chicago should continue to look for ways to nudge citizens to reduce their consumption of single-use plastics. Whether it's expanding the number of water filling stations to promote reusable water bottles or working with partners in the private sector to continue the move away from single-use plastic utensils, bags and bottles, Susana will take common-sense steps to cut down on plastic use.

SUSANA ★ MENDOZA FOR MAYOR

Coming soon: My Future Now Plan for Health, Affordable Housing, and more.

Let me know what you think and what you'd want to learn more about by going to:
susanamendoza.com/letmeknowwhatyouthink



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