



CITIZENS UNION CANDIDATE QUESTIONNAIRE
COMPTRROLLER
ELECTION 2017

Citizens Union would appreciate your response to the following questions related to policy issues facing the City of New York that are of concern to Citizens Union and residents of the City. We plan to make public your responses to this questionnaire in our Voters Directory, on our website, and in other appropriate venues. Responses to these questions will be one of several factors Citizens Union will use to evaluate candidates who are running for office in order to determine our "Preferred Candidates" for the primary election and "Endorsed Candidates" for the general election. If you seek our support, we would also need to schedule an interview with you as part of the evaluation process. Please contact us if you wish to be interviewed. We thank you very much for your response.

Candidate Name: Scott Stringer Age: 57
Campaign Address: PO Box 901, New York, NY 10272
Campaign Telephone Number: (212) 371-0578 Fax: ( )
Party Affiliation(s): Democrat, Working Families Campaign Manager Name: Ilana Goldman
Website & Email: www.stringerfornewyork.com , info@stringerfornewyork.com
Education: Graduate of John Jay College

Occupation/Employer (or years in currently held elected office): City Comptroller since 2013
Previous Offices and Campaigns: Manhattan Borough President from 2006-2013
Assemblymember representing the Upper West Side from 1993-2005

Are you willing to be interviewed by CU's Local Candidates Committee? YES X NO
Have you completed requisite campaign finance filings? YES X NO
(Please note: Citizens Union can grant its "Preferred Candidate" or "Endorsed Candidate" rating only to candidates we have interviewed. We will make every effort to interview candidates in this race.)

Signature of Candidate: [Handwritten Signature] (Nicole Alesio, Field Director) Date: 10/2/17

## CANDIDATE QUESTIONS

Please state your position on the following issues by indicating whether you support or oppose each. You may elaborate in the space provided at the end or on additional paper.

1. What is your position on the proposal to consolidate the five pension boards into one Pension Investment Board consisting of appointees from labor and government?	Support/Oppose
2. What is your position on requiring that all pension fund trustees have financial or investment experience or academic training?	Support/Oppose
3. What is your position on prohibiting pension fund trustees from having in the last four years served as a lobbyist, political party official, elected official serving the city, fundraiser for a city candidate or bundler for one of the appointing authorities to the pension boards?	Support/Oppose
4. What is your position on clarifying the city's lobbying laws so that firms and individuals representing firms seeking to do business with the city's pension funds are indeed lobbying, and therefore subject to disclosure and other requirements of the lobbying laws?	Support/Oppose
5. What is your position on changing the city's ethics laws to explicitly name the city's current pension boards so they are subject to the city's ethics laws?	Support/Oppose
6. What is your position on providing online, as part of Pension NYC in near real time, firms and individuals representing firms that lobby the office or the trustees?	Support/Oppose
7. What is your position on codifying in city law Securities and Exchange Commission (SEC) rules that prohibit placement agents from bundling contributions and subjecting them to lower doing business contribution limits?	Support/Oppose
8. What is your position on requiring the current pension funds establishing websites that reveal pension board trustees, the board's mission statement, by-laws, resolutions passed, investment performance and links to or actual laws, and rules and regulations pertaining to the fund?	Support/Oppose
9. What is your position on public hearings and passage of legislation to update restrictions on asset allocation in state law so they reflect the Prudent Investor Act or other prevailing standards?	Support/Oppose
10. What is your position with respect to eliminating party primaries and establishing a non-partisan election system in which all candidates and all voters participate in the first round and the top two candidates advance to the second round?	Support/Oppose
11. What is your position on instituting Instant Runoff Voting for all	(Support)/Oppose

citywide offices and for all special elections for city offices?	
12. What is your position on requiring city agencies to report the number of applicants that they register to vote as required by current law?	Support <input checked="" type="radio"/> Oppose <input type="radio"/>
13. What is your position on modifying the City Charter to require that laws enacted by referendum only be changed through approval by the voters?	Support <input checked="" type="radio"/> Oppose <input type="radio"/>
14. What is your position on establishing independent budgeting for:	
a. the borough presidents?	Support <input checked="" type="radio"/> Oppose <input type="radio"/>
b. Conflicts of Interest Board?	Support <input checked="" type="radio"/> Oppose <input type="radio"/>
c. the public advocate ?	Support <input checked="" type="radio"/> Oppose <input type="radio"/>
d. community boards?	Support <input checked="" type="radio"/> Oppose <input type="radio"/>
15. In November, voters in New York will be asked whether they wish to hold a constitutional convention to amend the New York State Constitution. What is your position on holding such a convention?	Support <input type="radio"/> Oppose <input checked="" type="radio"/>

**16. How you would define and operate the office of Comptroller?**

The Comptroller is the city’s chief fiscal watchdog and the steward of the City’s \$181 billion pension fund. As an independently elected official, I am charged with safeguarding the City’s fiscal health, rooting out waste, fraud and abuse in local government, and ensuring that municipal agencies serve the needs of all New Yorkers. Leading a staff of 760 employees—including accountants, attorneys, economists, engineers, budget, financial and investment analysts, claim specialists, researchers, and administrative support staff – I have endeavored to transform the Comptroller’s Office into a hub of ideas and analysis to ensure the economic wellbeing of our city and its citizens. If reelected, I will continue to emphasize the Charter mandated role of the office – enforcing labor rights, issuing bonds, monitoring the budget, resolving claims, reviewing contracts, auditing City programs, and growing our pension funds – as well as serving as an advocate for all New Yorkers.

**17. What would you do as Comptroller to improve pension investment returns? How would you limit or reduce costs associated with pension investment fees and consultants?**

As Comptroller, I have a duty to deliver strong returns for the more than 700,000 current and retired police officers, firefighters, teachers, and other City employees who rely on our pension funds for a safe and secure retirement. These men and women dedicated their lives to our City, and they deserve nothing less.

Over the last four years, we’ve delivered an average annual return of 7.4% — slightly above the actuarial assumed rate of return of 7%, while facing immensely challenging market conditions. In fact, in Fiscal Year 2016, we outperformed the five largest pension funds in the country. The key to our success is a

diversified portfolio, which limits risk while providing the opportunity for strong returns. If reelected, I'll continue to work with our Chief Investment Officer and investment professionals to responsibly oversee the funds.

We've also focused on modernizing the Bureau of Asset Management, making our office more efficient and effective. Reforms have included organizing one "Common Investment Meeting" for all five pension funds, reducing the number of meetings our staff have to attend from 54 to roughly six — freeing them up for other critical tasks like due diligence reviews. In addition, we commissioned the first independent review of the Bureau of Asset Management since 2002 — which included more than 240 recommendations, which we've begun to implement. In a second term, I would continue to implement these changes, update our operations, and make sure our team has the resources to effectively oversee our \$181 billion portfolio.

We've demanded greater fee transparency from money managers. In April 2015, we released a first-of-its-kind report which highlighted how the pension funds lost billions of dollars in value due to fees over the last decade. Since then, we've required investment managers to use standardized forms to report fees, and have used that information to begin negotiating agreements that ensure the pension funds are getting the value for the fees they pay. This isn't a simple fix — it takes hard work and incremental progress — and with four more years, we could drill down on fees and deliver better results for our pension beneficiaries.

**18. What is your position regarding managing pension fund investments and the appearance of or actual conflicts of interest that can arise from investment firms seeking pension business given the corruption scandals surrounding this activity in recent years?**

The 700,000 New Yorkers who rely on the City pension funds for a safe and secure retirement demand — and deserve — that we follow the highest ethical standards, which include avoiding conflicts of interest and the mere appearance of conflicts.

In my first month in office, I proposed a six-point ethics and reform plan, which included a ban on placement agents, appointing senior risk and compliance officers, enacting an investment disclosure policy for senior staff, implementing cutting-edge ethics training, hiring an internal auditor and internal audit committee, and developing enhanced internal processes for reviewing disability payments. Working with my fellow Trustees, we've delivered on these proposals, including implementing a ban on placement agents across all asset classes in June 2014, and creating three new positions — Chief Risk Officer, Chief Compliance Officer, and Internal Auditor — in February 2015.

The bottom line is clear — we have to hold ourselves to the highest ethical standards, and we're implementing reforms to make sure the NYC Comptroller's Office is the standard for accountability, transparency, and independence.

**19. How would you utilize the Comptroller's auditing power to ensure government agencies and the contracts they engage in result in cost-effective quality delivery of services?**

As Comptroller, I have aggressively exercised the Office's power to audit and investigate City agencies. My office has examined all aspects of City services and programs, including lead in water at daycare centers, school overcrowding, vacant City properties, filthy subways, the Board of Elections, homeless shelters, rat infestations, accessibility standards at the MTA and failures to collect tax revenues. After a series of audits and investigations that found deplorable conditions for families with children in our homeless shelters, the City formed a rapid response unit to speed up the repair of such conditions.

I have undertaken an unprecedented eight audits of the New York City Housing Authority (NYCHA), exposing seven-year long vacancies in NYCHA apartments, 55,000 backlogged repairs to apartments, squandered opportunities for at least \$692 million in revenue and savings, and failures to ensure that contractors are complying with hiring requirements for low income New Yorkers.

One investigation exemplifies my focus on ensuring taxpayers are receiving the services they deserve. A series of investigations by my office has shown how the New York City Department of Education (DOE) has routinely flouted its own contracting rules and internal procedures in awarding non-competitive contracts, putting billions of dollars at increased risk of waste, fraud, and abuse. According to my research, in Fiscal Year 2016, the DOE awarded \$2.7 billion in contracts without full competition — representing 64% of the agency's total contract spending. DOE directed 442 of the vendors to begin work before the contract was even registered with the Comptroller's Office, in violation of the New York State Education Law, the City Charter and DOE's own rules. It is unacceptable that an agency representing nearly 30% of the entire City budget, with a contract budget of \$6.7 billion is not abiding by commonsense rules to ensure accountable spending and quality services.

If reelected, I will continue to aggressively audit City spending and evaluate initiatives to preserve and develop affordable housing, deliver quality public education, ensure access to public benefits, provide preventative homeless services, and protect the rights of individuals and communities.

**20. How would you utilize the authority of the Comptroller's office to ensure the fiscal health and integrity of city spending?**

I have oriented every division of my office towards a shared mission of ensuring the financial health of our City and improving services delivered to residents. From the Bureau of Accountancy, the Bureau of Audit, the Budget Bureau, the Bureau of Contract Administration, and the Bureau of Public Policy, the Comptroller's Office is uniquely positioned to serve as an oversight authority on all aspects of City spending.

During my tenure in office, my office has worked to implement new accountancy standards designed to improve accountability and best practices. I am proud of our offices work developing an accountancy directive to standardize oversight of IT contracts. IT contracts, including the infamous CityTime contract, have been the source of many of the most egregious budget overruns facing the City. My directive established the first ever minimum standards for IT contract billing and created requirements for establishing meaningful oversight responsibilities for City IT contract managers

Under my direction, the Comptroller's Bureau of Contract Administration has stepped up its oversight of contracts by carefully reviewing each contract against the highest standards of accountability, transparency and strict fiscal compliance. Given the more than \$2.3 billion the City spends on the current homelessness crisis, I have carefully examined contracts to ensure the City is using taxpayer dollars to develop a pathway to long term solutions. We have pushed back against the City's expenditure of nearly \$400,000 per day to shelter 5,881 homeless New Yorkers in hotel rooms and have insisted that the City do more to ensure the safety and wellbeing of the most vulnerable among us, including rejecting multiple shelter contracts for facilities with outstanding violations and complaints.

I also take my responsibility to issue economic and budget analysis to the New York City Council and the New York State Legislature very seriously. In testimony to those legislative bodies, I have presented analysis of the current economic conditions facing the city, threats to the City budget by legislation emanating from Washington, and opportunities for savings and reduced costs. I have repeatedly pushed the City to create agency savings programs and to expand our budgetary reserves. In response, the Mayor's FY18 Budget now includes \$1 billion in general reserves, the highest amount ever.

If reelected I would continue to serve as a careful and independent evaluator of City spending.

**21. Do you believe there needs to be improvements to the Comptroller's role and practices?  
What changes would you make to the structure or functions of the office?**

The Comptroller's Office, and its more than 760 employees, play a vital role in the civic life of our City. I am enormously proud to have served four years as Comptroller and would be honored for the chance to continue working to improve the economic wellbeing of New York and its residents.

During my 2013 campaign, I promised to appoint a Chief Diversity Officer to help drive an agenda of fairness and inclusivity when it comes to thinking about our City's economy and investments. I believe this position should be a permanent part of the Comptroller's Office.

As explained above, I also believe that the Comptroller's Office should be endowed with more authority to review contracts from the Department of Education. The DOE has repeatedly flouted its own rules and procedures in awarding contracts and proven unwilling to improve its contracting system to provide

the kind of transparency and accountability kids and parents deserve. The DOE should be subjected to the same level of scrutiny by the Comptroller's Office as all other City agencies.

**22. What would you propose to increase the transparency of the Board of Elections in the City of New York's operations and accountability to the city and its voters?**

I have been a longtime proponent for the modernization of our election procedures and for overhauling the Board of Elections to boost efficiency and accountability. My office is currently undertaking a comprehensive audit of the Board of Election, which has already yielded initial findings documenting

problems with how the BOE dispatches Election Day equipment and materials. Over the past few elections, including the 2016 primary election debacle, my office operated a voter assistance hotline to take in complaints about voting irregularities.

We must do more to both improve access to the polls and improve election administration. I have laid out a 16-point plan to improve our voting systems in a report entitled "Barriers to the Ballot." Among other steps, the report recommends:

**Voter Registration**

- Allowing pre-registration for 16 and 17-year olds, which will become active when they turn 18 (Kavanagh A2529/ Carlucci S857).
- Permitting voters to register on Election Day (i.e. same-day registration), as 11 other states already do (Kavanagh A5891/ Gianaris S2391).
- Expanding automatic voter registration using a variety of State and City databases, including, but not limited to, the Department of Motor Vehicles (Kavanagh A5972/ Gianaris S2538).

**Access to the Polls**

- Enacting no-excuse absentee voting, which lets any voter request an absentee ballot for any reason (Kavanagh A2644/ Brennan A3874B).
- Permitting early in-person voting for at least seven days prior to Election Day, including on weekends (Kavanagh A8582A/ Stewart-Cousins S3813B).
- Exploring a vote-by-mail system, which has already been adopted in Oregon, Washington, and Colorado (Krueger S2739).
- Requiring the New York State Department of Corrections and Community Supervision to inform formerly incarcerated New Yorkers of the need to re-register to vote (Perry A6491) and giving New Yorkers convicted of felonies the right to vote while on parole (Hassell-Thompson S2023A).

**Improving Election Day Operations**

- Instructing the City Board of Elections to notify New Yorkers about upcoming elections more than once per year and employ modern methods of communication, including email and text message.
- Improving training, recruitment, and compensation for New York City poll workers.
- Expanding poll inspections to ensure compliance with the Americans with Disabilities Act and surveying voters about their experience at the polls.
- Passing the Voter Friendly Ballot Act, which calls for ballots that are easier to understand (Kavanagh A3389).

#### Election Administration

- Expanding access for Limited English Proficiency New Yorkers by publishing voting materials in additional languages and ensuring availability of telephonic “Language Line” service at poll sites (Colton A4749/ Golden S1703/ Eugene 0255-2014).
- Instituting Instant Runoff Voting, which allows voters to rank candidates in order of preference, instead of holding costly runoff elections two weeks after primaries (Kavanagh A5571/ Lanza S4586).
- Consolidating federal and state primary elections in New York instead of holding two separate primaries in even years, and three primaries in presidential years.
- Strengthening laws against deceptive practices to prohibit the intentional dissemination of false or misleading information with the intent to keep an eligible voter from casting a ballot (Kavanagh A5841/ Stewart-Cousins S2352).

**23. What would you propose to further enhance transparency of the pension funds and city spending? How would you create greater disclosure around city-affiliated non-profits that are increasingly supplementing the work of city agencies?**

Every New Yorker deserves insight and access to their governments spending. I am proud of work that I have undertaken to give citizens and advocates more opportunity to access granular data relating to our budget. Since taking office, my Bureau of Accountancy has issued the very first Popular Annual Financial Report (PAFR), making important information about the financial activities of the City accessible to New Yorkers in a concise, straight-forward, and simplified manner. We have also endeavored to improve our CAFR, implementing new transparency standards concerning the City’s tax abatement programs to help members of the public understand specific abatements’ purposes, program qualifications and requirements, and how tax abatements affect the City’s bottom line.

I have also presided over a number of updates to Checkbook, the Comptroller Office’s award-winning transparency tool. My office reached a first-of-its-kind agreement with the New York City Economic Development Corporation (NYCEDC) to provide vendor names, contract amounts and payments to prime



vendors contracted by NYCEDC to work on taxpayer-funded projects. For the first time, Checkbook now also includes detailed sub-vendor spending, providing a new level of insight into how sub-vendors are used by City contractors through an innovative new dashboard we added to the site in February 2015. We have also added new and versatile features allowing interested citizens to create email alerts for payments made to specific vendors or if payments are made on a specific contract.

**24. What would you propose to address some of the structural imbalances in the current budget process?**

Every year under State law and the City Charter, we must balance our budget according to the strictest standard — which we have done for 35 years in a row. The challenge is to meet that standard while maintaining City services even through economic downturns. To do that means restraining spending growth to a level that the growth in revenues can sustain, avoiding the temptation to spend budgetary surpluses, and being vigilant about commitments that create long-term liabilities. As Comptroller, I have urged the De Blasio administration to focus greater attention on achieving efficiencies in agency spending. We work with the administration to finance our capital program at the lowest possible cost and at a sustainable level. And we have professionalized the management of our pension investments to ensure the highest possible returns, which lowers annual contribution rates. It is through this blend of vigilance and solid management that we will ensure the long-term fiscal sustainability of our City.

**25. What is your view of how the taxes paid by New Yorkers compare to the value that is received in City services? Do you believe that taxes should be raised or lowered? To the extent you believe taxes should be changed, please provide specific proposals about what taxes you would change and what services you would cut, if you didn't raise taxes, listed in order of greatest magnitude.**

I have long advocated for a more progressive tax structure that ensures the wealthy are paying their fair share to support the infrastructure and government services which undergird our City. I look forward to pushing for an achievable tax reform plan which can inject additional dollars into crucial City priorities.

During my tenure as Comptroller, I have made a number of specific proposals relating to modifications of our current tax structure. With the goal of helping disadvantaged families put more food on the dinner table, fill a backpack with school supplies, or make the rent, I have proposed that the City triple its Earned Income Tax Credit match, from 5 percent to 15 percent of the Federal tax credit. Doing so would inject millions of dollars into the local economy, and help one million children and two million adults living near the poverty line to make ends meet.

I have also issued a report calling for the City to end a tax giveaway that allows airlines at LaGuardia and John F. Kennedy airports to avoid paying city sales tax on airline fuel — an exemption that costs the City

anywhere between \$100 and \$200 million a year – revenue which could be used to modernize and green local airports.

**26. In FY 2012-13, New York City spent \$19.683 billion on pensions and fringe benefits for City employees out of a total net budget of \$85.239 billion. What would you do to address the growing pension and health care costs borne by the city and New York City tax payers?**

Balancing spending with the need for fiscal prudence is the most difficult and essential responsibility of municipal government. I applaud the Mayor for having established an equitable bargaining pattern which is reflective of my own outlook on City spending. We must be cognizant of the fact that investing in programs means investing in people – and that includes the dedicated civil servants who deliver those services. Still, we must explore ways to work with Labor to modernize the City's approach to healthcare and to achieve savings.

**27. Many policy advocates champion the creation of a more diversified economy, and one that is less reliant on Wall Street. What is your position on such a plan? If you support it, what would you do to diversify the city's economy? How would you adjust spending in New York City to accommodate the anticipated reduction in tax revenue as the tax base shifts to lower paying jobs?**

I strongly support efforts to diversify the City's economy. I have also made it my mission as Comptroller to push for policies and programs that extend economic opportunity across the five boroughs. A recent report by my office, *The New Geography of Jobs: A Blueprint for Strengthening Our Neighborhoods*, developed a strategy for how to better connect local people to diversified local jobs as neighborhoods evolve. By doing a better job of tapping into the talents and entrepreneurial spirit of New Yorkers, we can help some of the fastest growing businesses sectors – healthcare, construction, information technology, and entertainment – capitalize on New York's world class workforce. I have proposed installing an employment network coordinator in every community district to help connect individuals to work, a model that is already working successfully in Manhattan's Lower East Side.

I have also taken steps to encourage the City's export sector. Export sector jobs typically create local sector jobs. Over the last quarter, the export sector added more than twice as many jobs as the local job sector. That is why I've been a committed advocate for the Export-Import Bank, having issued a report showcasing the over \$1.1 billion of support to New York City business, supporting almost \$3 billion in export sales, the Export Import bank provided between 2007-2014.

Though the City is mounting a strong comeback from the devastating economic effects of the Great Recession, we must confront the fact that more than half of all private sector jobs created since 2009 are low wage. Among millennials, the most educated generation we've seen and the future of the City's

tax base, 47 percent of workers are employed within the retail or fast food industries. Ultimately, young people in our City are actually earning 20 percent less than their counterparts did in 200.

While we absolutely have to continually assess our budget outlays in reference to the strength of our tax base, I believe the City is in a very strong position to continue creating high-paying, quality jobs.

**28. Should controversial social issues be considered when deciding the contents of the city's investment portfolio?**

At the end of the day, my fellow pension fund trustees and I are fiduciaries — and that means we have a legal, sworn duty to make decisions that are in the best financial interest of the funds. The 700,000 beneficiaries, from retired teachers, to police officers, to firefighters, to other City employees and their families, deserve nothing less. Achieving strong returns — and reducing risk — have to be our guiding light.

But that doesn't mean we can't take social issues, and societal benefit, into account when investing. For example, the pension funds' Economically Targeted Investment Program has committed \$3 billion to finance 105,000 units of affordable housing in New York City and create good paying jobs across the five boroughs. In addition, the pension funds have \$3.6 billion invested in clean and renewable energy infrastructure and energy efficient real estate.

## CAMPAIGN PROMISES MADE TO VOTERS (PAST AND CURRENT)

In addition to evaluating stances on the issues above, Citizens Union also assesses incumbents on how well they kept the promises made to voters during the previous election.

As an elected official who is seeking re-election,

- what were the top five promises you made to your constituents when you ran for your current seat and what progress has been made in keeping those promises, and
- what are the top five promises you are making to voters during this campaign?

Please feel free to use additional paper if the space provided is not sufficient, and to affix additional information such as a résumé, campaign brochure, or issue statements. We thank you very much for your response.

### TOP FIVE CAMPAIGN PROMISES FROM 2013 AND ACTION ON THEM

1. **Pensions**: I promised to work with fellow pension trustees toward a consolidation of the five funds, which can save New Yorkers up to \$1 billion annually. In addition, I will strive to reduce the \$400 million in management fees we pay each year to money managers, build out a professional asset management staff with a top-shelf Chief Investment Officer and Chief Risk Officer and create a rigorous risk management system.

During my term in office I have held fast to my promise to enhance our pension systems. With the aim of achieving efficiencies and ensuing best practices, I commissioned the first independent review of the Bureau of Asset Management since 2002 — which included more than 240 recommendations, which we've begun to implement. Reforms have included organizing one "Common Investment Meeting" for all five pension funds, reducing the number of meetings our staff have to attend from 54 to roughly six — freeing them up for other critical tasks like due diligence reviews. We have also demanded greater fee transparency from money managers. In April 2015, we released a first-of-its-kind report which highlighted how the pension funds lost billions of dollars in value due to fees over the last decade. Since then, we've required investment managers to use standardized forms to report fees, and have used that information to begin negotiating agreements that ensure the pension funds are getting the right bang for our buck. I am proud to work with Scott Evans, our terrific Chief Investment Officer, to grow our funds. We have also added a Chief Risk Officer, Chief Compliance Officer, and Internal Auditor to our team.

2. **Contracts**: I promised to ensure that the Comptroller's office is involved earlier in the contract process—when the contract is being drafted—to flag potentially problematic clauses and root out waste from the get-go.

Under my direction, my Bureau of Contract Administration now regularly attends pre-bid conferences to provide crucial input into the development of contracts and to gain more insight into the development of City procurements. We actively exercise our right to review contracts and have demanded accountability on contracts of all kinds, from school milk procurements to emergency contracts issued after Sandy.

**Diversity:** I promised to appoint the first Chief Diversity Officer to the Comptroller's Office.

In 2014, I appointed the City's first-ever Chief Diversity Officer to identify ways to increase the number of Minority and Women-Owned Businesses that do business with the City. Each year, my office issues a report that grades City agencies on their M/WBE procurement spending. In FY16, only 4.8 percent of the City's \$15.3 billion procurement budget went to registered MWBEs – earning the City an overall “D+” for the second year in a row.

I am also committed to providing opportunities for diverse firms to act as investment managers on behalf of the City's public pension funds. In 2015 I proposed a policy, consistent with fiduciary obligations, to formally consider the diversity of investment professionals when evaluating investment managers. This policy—which was adopted by three of the City's five public pension funds—is based on research showing that diversity improves decision-making, prevents limitations of groupthink and correlates with stronger financial performance and risk management.

**3. Performance and Management Audits: I promised to establish a new Office of Management and Performance as an interdisciplinary team within the Comptroller's office, dedicated to ensuring that City government achieves the goals, outcomes and benefits that our taxpayers expect.**

In 2015, I launched a new Research and Investigation Unit within the Bureau of Audit, comprised of a team of lawyers and data analysts with extensive backgrounds in financial, criminal and public corruption investigations. The investigations unit has already issued revealing reports on subjects like casework failings at the Administration for Children's Services, breakdowns in City procedures leading to the removal of deed restrictions at Rivington House, and dangerous conditions at child care facilities in homeless shelters. The investigations unit supplements the prolific work of our Audit team and allows us to nimbly examine many of the most complicated and protracted issues facing the City.

**4. Settlements and Claims: I promised to systematically identify and study data and trends of claims against City agencies in order to reform government policies, practices and limit risks that lead to claims against the City.**

One of my proudest accomplishments of my first term was the development of ClaimStat, a data-driven approach to reducing the thousands of legal claims filed against the City every year by identifying patterns, policies, and sometimes specific officers whose actions lead to lawsuits. My office has issued frequent ClaimStat alerts examining rising rates of violence on Riker's Island, hotspots for pedestrian injury claims, claims stemming from playground injuries, the prevalence in certain communities of sewer overflow claims, instances of motor vehicle claims caused by City garbage trucks, and claims caused by falling tree limbs.

In 2015, my office began working directly with the NYPD to share real-time claims data to help inform law enforcement decisions and drive accountability. These tools have helped drive a stunning decrease in claims activity against the Department. Between FY2014 and FY2016, personal injury claims against the NYPD have fallen by over 20%. That drop represents fewer instances of altercations between the police and the public, as well as reduced exposure on the part of the City to costly settlements or judgements. Having personal injury claims fall in more than 65 percent of the City's police precincts is welcome for both the NYPD and local communities, and my office will continue to work to help equip the Department with information and analysis which can help reduce claims. My office has entered into similar data-sharing agreements with the Department of Citywide Administrative Services, the Department of Transportation, the Department of Environmental Protection, and the Department of Sanitation.

**5. Immigrant Rights: I promised to utilize the full powers of the Office to evaluate and recommend strategies to ensure City government is serving immigrants fairly and effectively.**

I have deployed the full resources of my office to ensure New York City is a living, thriving example of the power of diversity and that all immigrants are treated fairly. As Comptroller, I have published an Immigrant Rights and Services Manual, which strives to be the most comprehensive guidebook to City, state and federal services. The 70-page manual, which we have translated into Chinese, Korean, Russian, Spanish, outlines the real-life impacts of the Trump Administration's recent legislation and policy changes, such as IDNYC, the new municipal identification card, and Local Laws 58 and 59, which restrict the City's cooperation with Immigration and Customs Enforcement. My office has also issued policy proposals designed to help lift up our immigrant communities. With the Trump Administration ratcheting up its attacks on immigrant communities, including more frequent raids, my office recently issued a report that called for the creation of a public-private New York City Citizenship Fund to help tens of thousands of legal immigrants cover the ever-rising costs of the federal application to become a U.S. citizen. There are more than 670,000 eligible-to-naturalize residents in New York City, but the federal government's \$725 naturalization fee poses an economic barrier to citizenship that the City should work to reduce or eliminate for eligible applicants. I have also helped bring together a coalition of elected officials and advocates to grant undocumented immigrants the right to gain New York State drivers licenses. My report found that the ability to legally drive will provide these New Yorkers with

greater access to higher paying jobs and strengthen families by making it easier for parents to drive their children to and from school.

### TOP FIVE 2017 CAMPAIGN PROMISES

**1. Focus on Affordability:** New York City is facing an affordability crisis, with too many families struggling just to pay the rent and put food on the table. My first priorities if reelected will be to continue to push for policies which will help stabilize families and improve the quality of life for all.

**2. Develop Housing Opportunities:** If reelected for a second term I will seek to use my office to develop new options to create affordable housing. Specifically, I promise to explore every opportunity to leverage pension investments to create new stocks of affordable housing.

**3. Improve Transit:** New York's transit systems are in crisis. If reelected to a second term, I will train my office's full focus on strategies to improve the City's transit infrastructure and put the MTA's finances on a more sustainable footing.

**4. Enhance Sustainability:** Protecting our environment is both an economic and moral imperative. I promise to use the corporate governance authority of the Comptroller's office to push companies towards more sustainable behavior.

**5. Building an Inclusive Economy:** If re-elected, I will also continue to fight to create a strong, inclusive economy. In part, that means standing up for minority- and women-owned businesses, which comprise nearly half of all firms in our city and as such form the backbone of our neighborhood economies. If reelected, I will push every City agency, including my own, to increase MWBE procurement.