

Dixon, Sheila - Mayoral candidate

# AFT-Maryland Candidate Questionnaire for Baltimore City Races

The AFT-Maryland is a federation of local unions of the AFT within the state, including the Baltimore Teachers Union and the City Union of Baltimore—whose members work for the city—as well as state employee members of the Maryland Professional Employees Council, AFT Healthcare—Maryland, the Maryland Classified Employees Association, and Maryland School for the Deaf. Together, with the Baltimore County Federation of Public Employees and the Baltimore County Federation of Public Health Nurses, AFT-Maryland has thousands of members who are citizens of the city of Baltimore, as well as thousands of members who work to make Baltimore a better place for its residents.

The AFT-Maryland has prepared the following questionnaire for candidates running for office in Baltimore City as a means to familiarize the candidates with issues that our members care about most. It also allows us the chance to see where the candidates stand on these issues.

AFT-Maryland locals participate fully in the endorsement process of the Metropolitan Baltimore AFL-CIO Council; the council will announce its final endorsements sometime in Late February 2020. However, because we are a large contingency within the Baltimore AFL-CIO, the unions of the AFT-Maryland have a heavy influence on who Labor chooses as its candidates for endorsement.

Please take the time to complete this candidate questionnaire by no later than January 17th, 2020, at 5:00 p.m.

If you have any questions, please contact Todd Reynolds, AFT-Maryland Political Coordinator, at 410-764-3030 or [treynolds@aftmd.org](mailto:treynolds@aftmd.org).

Email address \*



Candidate Information

Name

Sheila Dixon

Candidate for:

Mayor of Baltimore City

Home address

City, ZIP code

Phone

Email address

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Present occupation

Director of Marketing

Employer

Maryland Minority Contractors Association

Party affiliation

Democrat

Have you ever been endorsed by a labor union? If so, which one(s) and when?

SEIU Local 1199 (2007); International Union of Operating Engineers Local 37 (2003)

Have you ever held elected office? If so, when?

Baltimore City Mayor (2007-2010) Baltimore City Council President (1999-2007) City Council Member (1987-1999)

Candidate Questionnaire

Please note the AFT-Maryland plans to make these questionnaires public. Only candidates agreeing to this provision are eligible to be invited to any future AFT-Maryland Candidate forum for the 2020 Election.

## General Questions

1. The AFT-Maryland is a federation of numerous public employee unions, including Baltimore city educators (Baltimore Teachers Union, or BTU, Local 340) and municipal employees (City Union of Baltimore, or CUB, Local 800). Why should we support your campaign?

As former Mayor, I have a track record of accomplishments and a vision and detailed plan for Baltimore's future. The Mayor's number one job is to make Baltimore City safer for everyone. That was true in 2007, when I drove the murder rate down to the lowest level in 30 years, and it's more urgent today. By targeting our most violent offenders, holding our police and law enforcement community to the highest standards and accountability, involving all of our city and state agencies in a comprehensive approach to safer neighborhoods, and working with community partners, we will restore faith and confidence in Baltimore.

As Mayor, I reduced crime rate to a 30 year low, supported the right for hotel workers to organize; expanded investment in community schools, implemented a 10-Year Plan to End Homelessness, banned indoor smoking, started single stream recycling, launched the Charm City Circulator, created the Sustainability Commission, paved more streets and took on big banks that were peddling subprime loans.

Looking forward, we will make historic investment in our City's human capital. We will double workforce funding to serve residents with and without high school degrees, providing grants on a competitive basis to workforce providers that have a proven track record of connecting underemployed adults, youth and returning citizens with the skills they need to get good-paying jobs. We will increase the minimum wage to \$15 for all city workers putting more money in the pockets of our working families and the local businesses those families in turn support. We will prepare our children for the workforce, equipping them with the skills to start strong.

Getting a good-paying job starts with getting a good education. We will fully leverage the Kirwan funding to maximize the state's increased investment. We will invest as far upstream as possible, strengthening early childhood education, computer science training, and our curriculum in STEM fields – Science, Technology, Engineering and Math. As a former teacher, I have a particularly personal understanding of the challenges of education in our city. Since 1996, the role of the Mayor in the direction of City Schools has been diminished. I believe that it is time to assert a greater influence over this critical aspect of social policy. The voices of our parents, teachers and students have struggled to be heard. As Mayor, I will join the School Board in seeking out those perspectives. This advocacy will result in improved training and support for teachers and other staff, active engagement of families, and expanded and enrichment opportunities to cultivate student success.

2. Have you ever been a member of a labor union? If yes, please give the name and date.

From 1976 to 1986, I was a member of the teacher's union when I taught in Baltimore City Public Schools.

## Questions on Worker Rights

3. Collective bargaining for city employees: Should Baltimore City librarians and those who work for the Enoch Pratt Public Library System be granted the right to engage in collective bargaining? Should employees of the Baltimore Convention Center be granted the right to collective bargaining? If you are elected to office, will you work to expand collective bargaining rights to municipal employees who currently do not have that right?

As Mayor I expanded collective bargaining rights and card check for certain industries that received public incentives such as hotels and tourism. I expanded the rights of workers at the Convention Center to organize. When I left office, 90 of the 130 Convention Center employees were affiliated with the city union.

As City Council President and then Mayor, I have actively supported better wages for city employees and contractors. I was on the City Council in 1994 when the Baltimore became the first major city in the nation to pass a living wage law on behalf of city contractors. I conditioned my support of the Hilton Hotel on the utilization of union contractors and the expectations that Hilton employees would bargain collectively, creating a model to be followed in other hotels.

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4. Minimum wage: In the 2019 Legislative session, the state passed a minimum wage law that excluded tipped workers and did not link the minimum wage to inflation. In addition, the state's minimum wage won't reach \$15 per hour until 2025. Would you be in favor of Baltimore City linking the minimum wage to inflation, and removing the exclusion for tipped workers? Would you be in favor of removing the delay and closing these loopholes in raising the minimum wage?

Yes, I favor indexing the minimum wage to inflation and adjusting the exclusion for tipped workers. Even more, we can lead as a city. I am proposing to increase the salaries of all full-time Baltimore City workers to \$15 per hour, which will lift wages of more than 2,300 mostly Baltimore City residents. I believe that the demonstrated benefits of city employees earning more to care for their families will help shape the discussion citywide.

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5. Retirement for city workers - Defined Benefit versus Defined Contribution: The City of Baltimore has in the past discussed moving from a defined benefit to a defined contribution plan (401k) for its employees' retirement. Do you support such a move? Why or why not?

While the legislative changes in 2013 created a hybrid pension plan, I will agree to reconvene stakeholders to evaluate the impact of the changes on city workers and services. Baltimore faces serious fiscal challenges, and nobody benefits if we are unable to eliminate the structural deficit that threatens our ability to fight crime, connect our residents to jobs, and educate our children. Our pension system is about 70 percent funded, which is an improvement, but still below what needed to meet our retiree obligations. I believe that issues like this are best examined and addressed by being fully transparent with the budget and engaging all stakeholders in the conversation.

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6. Retirement benefits for educators and city workers: Over the past few years, retired educators and employees of Baltimore City have had concerns that, just as the state did to its public workers, the city will discontinue the retiree prescription drug benefit and move all retirees to Medicare Part D for prescriptions. If elected to office, do you pledge to never vote to move retired educators and city employees to Medicare Part D for their prescription benefits?

I will work to preserve access to sufficient medication for all of our retired workers. It is important that we preserve access to healthcare at every level, and specifically with retired workers. I believe that issues like this are best examined and addressed by being fully transparent with the budget and engaging all stakeholders in the conversation.

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7. Safe working conditions for city employees: This past year, a number of city employees have been severely injured—and in at least one case, killed—on the job. Whether it be Transportation Safety Officers merely directing traffic, DPW workers inspecting our water reclamation systems, or Department of Transportation officers needing to repair damaged roads—all employees deserve the right to work in safe conditions. Far too often, city workers feel the leadership of various city departments are either unaware of or completely ignore workplace safety protocols. If you are elected to office in Baltimore City, will you support a law requiring the various city departments to partner with Maryland Occupational Safety and Health to do a no-cost, wall-to-wall inspection of all city workplace facilities to help identify potential employee safety hazards?

The safety of our public sector employees is paramount. Everyone has the right to work in an environment that is safe physically and emotionally. I support inspections, but inspections should be prioritized based on known risks. I would prefer more frequent inspections (and follow ups) of those sites that are higher risk for our public servants.

#### Public Education in Baltimore City

8. General: What do you think are the three biggest problems facing Baltimore City public schools? If elected, how will you solve these problems?

1. City schools are underfunded, but I would still like to see better outcomes at the current funding level. If Kirwan is fully funded, Baltimore City schools, which are not a part of Baltimore City government, will have sufficient resources to fund its priorities and build new schools. Our scholars deserve no less, but the system needs to step up and raise standards and expectations across the board.
2. It's a problem that the School CEO and Board have not set publicly-facing accountability goals around key measures such as academic achievement, racial disparities, truancy, chronic lateness, interim literacy and math scores, or others. How can the public know that the district is meeting its measurable objectives? With Kirwan funding, now is the time for our school leaders to set and stretch the goals for our students. If you can't measure it, you can't manage it.
3. Like urban school districts across the country, Baltimore is challenged with the stubborn reality of a socioeconomic achievement gap within our student population. In too many cases, educators are called upon to be teachers and social workers. One way we have begun to address this gap set the highest expectations for community schools. Kirwan funding has expanded community schools to all schools, but, again, how will we measure that investment? In community schools, partners, educators and parents work together to address barriers to learning and promote resilience and success in our students and neighborhoods.

9. Appointments to the City School Board: Just recently, a law was passed that gave the mayor (but not the city council) more authority in choosing the members of the city's school board. What role do you think the city council should play in this process? What should be the qualities Baltimore should prioritize in choosing a member of the city's school board? Would you commit to only support a candidate for local school board with at least 3 years of classroom experience (as a teacher, or a teacher's aide, for example) working in a public school system?

Great school board expect the very best of our administrators, teachers and staff. They favor high standards for our children. They understand that the role of an effective school board member is to set vision and goals and measure the success of the district and superintendent against the goals. There is no more important function than holding the CEO accountable for delivering on an adopted strategy. Activists make good school board members because they communicate their actions to the community. They know ways to keep the public informed of the district's progress and trials. They understand that maintaining independence is critical, but do so as a team member, having respect for each other. We need school board members who know how to read a \$1.4 billion budget and ask tough questions. They do this not just once a year but monitoring revenue and spending throughout the year. In short, they focus on what is best for all students. To do this, we need school board members with real experience in the classroom, special education, facilities and construction and operating budgets.



10. Baltimore City School Board: In 2022, Baltimore City will finally be allowed to vote two additional members to the school board. Baltimore City is currently the only jurisdiction in the state whose entire School Board of Commissioners is appointed. In 2022 the board will expand from 10 to 12 seats, with the two additional seats being elected rather than appointed. Of the 23 other Maryland County School Boards, 19 are fully elected, and four are an appointed/elected hybrid, with only Wicomico County having more appointed than elected positions. If elected, would you support legislation transitioning Baltimore City to a fully elected or hybrid board with the majority of seats being elected? What is the optimal structure for Baltimore City's School Board and why?

I believe that a hybrid school board appointed by the Mayor with members elected at large is the appropriate structure for the school board right now. Elected school boards are more representative of city residents and might could shield schools from politics. But appointed school boards, with prospective members properly vetted with teachers, administrators and union members, can ensure the disciplines most needed to hold the COE accountable for everything from operations to academic performance to budget are represented. Because the Mayor now solely appoints the school board members, she can hold them directly responsible any misuse of the schools. I favor a hybrid structure that brings direct and indirect democratic accountability through the ballot box for the elected representative and/or the Mayor, who is accountable to the voters.

I favored democratizing the school board by adding elected representatives. There are benefits to having people with a range of personal and professional experiences serving on the school board. The categories right now provide for experience with special education, teaching, public education, operations and budgeting. The current vetting process can be expanded to be more inclusive. We could ask, for example, candidates for appointments to write public statements about their interest in serving on the board. We can expand the already highly representative panel that meets with and interviews candidates to include underrepresented interests.

11. Student and staff safety: A number of recent, high-profile incidents of violence in our schools have drawn attention to questions of student discipline. Additionally, in surveys to families about reservations on enrolling their children in a BCPSS school, student safety is cited as their #1 concern. Generally, employees of the school system have questioned the current code of conduct as ineffective, whereby students are suspended from school only to return when the suspension is over with the same underlying issues. Are there any revisions to the code of conduct for student behavior that you feel should be considered?

It takes a more holistic approach. The physical building and surroundings set the tone and presence of a school. If the building and grounds are unkempt and unwelcoming it sends a message of neglect and a lack of caring to students and the community. I am committed to continuing the schools facilities investments bringing 21st century schools to all of our communities, as well as making whatever improvements we can at schools that are not yet on the list for rebuilding or replacement. The school staff, district administration and families, and community partners are the keys to making the environment safe and welcoming inside of our schools, but they cannot do this alone. The entire school system and community must join forces in making every school safe and welcoming, committing together to create caring, supportive school environments where civility is expected and respect for individuals demanded – of adults and children alike. School police and metal detectors will not solve the problem as effectively as working together with communities to heal the stress and conflict that generate the vast majority of climate disruptions and violence in schools.

As Mayor, I will be visible in the schools and in the community to bring this about. Research now has established concretely that traumatic stress is chronic in urban schools, created both by childhood specific trauma, community violence, and the daily stressors of poverty and racial discrimination and by practices of schools themselves. Positive, supportive relationships and effective conflict resolution practices are the keys to creating positive school environments and improving community well-being.

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12. Baltimore's population loss has contributed to enrollment declines in City Schools. Lower enrollment has also been caused by under-investment fueled by systemic racism that's lowered the quality of City Schools' programming. As part of the 21st Century Schools initiative, Baltimore was required to close a number of schools in order to qualify for renovation funds. School closures have also been triggered by low achievement, as part of the district's portfolio approach to schools. These policies have resulted in a disproportionate number of vacant schools in black neighborhoods that are already under-resourced. If elected, what is your plan to utilize these potential community resources?

I do not favor school closings with consultation with the city housing and planning departments. The district makes closing decisions independent from the revitalization plans for a neighborhood. For example, the district might decide to close a school in a neighborhood for which new housing is under construction or underway. The district has adopted an equity policy that should be applied when making portfolio decisions.

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13. In Baltimore, as across the nation, school zones and neighborhood boundaries have historically served to limit access to high quality public schools. While Baltimore City Public Schools students in middle and high school are assigned to schools through a complicated "school choice" process, students in elementary schools are still largely assigned to schools based on enrollment zones. These zones were created over a generation ago, and in the years since, population shifts (notably large growth southeast Baltimore of the English Language Learner population, which required additional services and support) have resulted in several schools being overcrowded, while others are under-enrolled. Additionally, the school district's Equity Policy requires it to examine its plans and practices to determine and address the ways they exacerbate racial and economic inequity. In order to meet the needs of Baltimore families, and move towards a more just and equitable school system, a comprehensive redistricting plan should be completed, involving the coordination of the Baltimore City Planning Department and Baltimore City Public Schools. However, changing neighborhood boundaries causes significant public backlash. If elected, would you support school redistricting and would you direct the Baltimore City Planning Department to partner with City Schools to create a comprehensive plan?

Yes, I favor a comprehensive rezoning and would block any attempt to do so without involving the city planning department.

14. Public Charter Schools: There are 50 public charter schools in the state of Maryland, the vast majority of which are in Baltimore City. Some charter school operators would like to weaken state law to make the teachers and staff at the charter employees of the charter non-profit board, not the school system. This would remove all protections that the teachers and staff have under the BTU collective bargaining agreement. Should charter school teachers and staff be considered employees of the charter school board or the city's public school board?

I support Charter Schools as places for experimentation and innovation, but only if Charter School teachers remain under the BTU collective bargaining agreement. I do not favor expanding the charter school law beyond its current limits, but I do support giving local school districts some flexibility to make small modifications that are in the interest of the students.

15. Should there be a cap on the number of charter schools in Baltimore City? Why or why not?

I do not support a cap on charter schools, I support a cap on charter school seats, which allows for large and small schools. A cap on charter school seats is a better way to control the impact of unintended costs that charter schools have on the overall school budget. There are charter schools that are suing the district for not applying the charter school funding formula, seeking more funding. Traditional schools have the opposite view, that every charter school student disproportionately removed funding from their classrooms. As Mayor, I will emphasize that this long running suite – years and years now – needs to come to an end. I will press for negotiations to end this unnecessary distraction from our core learning objectives.

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16. BOOST/School Vouchers: Should government give vouchers (either as a tax credit or even a tax rebate) to parents who want to send their children to a private school?

I do not support vouchers for parents who choose to send their children to private schools. Simply, there is not enough money to adequately fund the Baltimore public schools system now. Vouchers will reduce funding for public and charter schools without a corresponding reduction in expenses, leaving the system with less funds as costs increase, providing support to private schools and leaving diminished resources for charter and traditional schools.

The vouchers are insufficient to cover most private school tuition and most of those schools have the resources to provide scholarship funding for the students they want to attract. Moreover, public accountability does not follow vouchers. The City and State have no authority to guarantee fairness in employment of private school staff, fairness for students with special needs, civil rights protections for minority students, nor services to address inequities. Vouchers fundamentally undermine public education by depleting budgets, and invest public dollars in private, educational institutions that serve the affluent.

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17. Education funding: Some in Annapolis have argued that Baltimore City should be contributing more to its public school system than is currently budgeted. The city ranks among the worst in Maryland when it comes to the local contribution to its public school system; while on average a county in Maryland contributes roughly 36% of its annual operating budget to its local school system, in Baltimore, the city contributes only 14% of its budget to its schools. The Kirwan Commission is recommending the city increase its contribution by \$300 million, more than doubling its current contribution.

17(a) How large of an increase, percentage wise, should Baltimore City commit in its budget to funding public schools?

I would propose \$205 million more so that our education aid exceeds public safety.

17(b) In order to meet Kirwan obligations, how would you propose raising that additional \$300 million?

In the current infrastructure, the \$300 million local cost of Kirwan will require some aggressive planning. We must strategize and prioritize a means to invest in our education system by exploring other ways to fund Kirwan. I do favor an increase in local funding, which will require a corresponding strategy to reduce expenses and grow revenues, but not at the \$300 million by 2030. We will have to go a step further. Currently, our reality is that Baltimore City is the only jurisdiction in the state that spends more on public safety - \$400 million - than on education - \$230 million. As Mayor, we will bring down crime and public safety costs, by efficiently reducing overtime and recruiting full cadet classes. Also, the revenue from casinos should be used to fund educational goals. We should assess the current allotment of that revenue and see in what ways it could be allocated to education. We must also hold our state legislators accountable to prioritize and dispense the necessary resources to get these recommendations fully funded.

18. In every school district in Maryland the head of the school system is the Superintendent of public schools. However, in the two majority minority school systems—Baltimore City and Prince George’s County—the head of the school system is instead titled the CEO of public schools. This title change, while subtle, has been significant: since the switch to a more corporate-based model with this title change, these two districts have seen a substantial portion of their schools become charters, and an overall explosion in the amount of standardized testing has followed. If elected to office, will you be in favor of returning the title of the head of our public school system to “Superintendent” so as to be identical with other school districts in Maryland? Why or why not?

I have not seen the data to suggest a correlation between the title of a school leader and proliferation of charter schools or standardized testing. Do we know that Baltimore City and Prince Georges County use more standardized than other districts? They are now required to be under a cap imposed by the state Legislature. With respect to charter schools, we know that there is an appetite for more experimentation and innovation in urban districts. That said, I am open to any idea that improves the equitable outcomes of our students.

## Vision for Baltimore City

19. Privatization: Recently, CUB and AFT-Maryland worked with the City Council and Food and Water Watch to pass a city charter amendment that would prohibit our water from ever being privatized. Are there other resources that are owned by the city that you believe should never be privatized? When, if ever, do you feel it is appropriate to privatize public services or property?

I have never favored privatization of city services in my long legislative and executive career. In my three years as Mayor, we did not propose any privatization. As Mayor, I will continue that precedent unless that justification is overwhelming and does not result in a loss to worker rights.

Baltimore has a long and proud history of delivering high quality water service. Delivering clean and good tasting water is a business, and it's also a public service essential to quality of life, safety and health. Baltimore has done this well for the City and the surrounding counties for many, many decades.

I think our most important job is to sustain the high quality and safety of our water treatment and to continue improving the business of how we deliver service. A public utility is accountable to the public in all ways AND must be committed to delivering essential service to all citizens – how we do both well will be the mark of our success.

Our goals should be:

- To guarantee full transparency in all aspects of our three utilities - drinking water, sewer and stormwater systems, and service management
- To fully realize the customer service benefits of the investments being made in smart meters and the billing system
- To consider a more inclusive regional approach to governance of the utility which could include an advisory board of the Public Works Directors from our customer jurisdictions and transparency that would give the surrounding jurisdictions greater confidence in our management of the operations and assets
- To advocate aggressively at the state and federal level for the investment needed to improve the utility infrastructure that more than 1.8 million Marylanders rely upon for their health and safety

20. Development: In 2016, the city passed a multi-billion dollar re-development plan, supported by a \$535 million TIF request to develop Port Covington. Opponents worried development projects such as these, funded through public tax revenues, will be used not to the betterment of all in the city, but instead to the betterment of wealthy elites, widening the gap between the haves and have-nots in Baltimore. Do you have a vision for development in Baltimore City that...

20(a) ...assures neighborhoods will contain equitable amounts of low-income and affordable housing?

To begin, I will never sign legislation for a tax increment financing or payment in lieu of taxes if the total amount of new taxes generated grows the general fund by a sizable amount. My theory of public incentives is threefold: 1) no subsidy unless the project produces a public benefit, which can be debated openly; 2) no subsidy unless the project, mathematically, demonstrates a need for a public-private partnership to fill a financing gap; 3) no subsidy unless the project generates substantial NEW revenues over time that the city can invest in distressed neighborhoods; and, 4) no subsidies without an opportunity to profit if the project performs better than anticipated.

I do favor public-private partnerships to build need deeply subsidized affordable housing. As Mayor, I signed the first inclusionary housing law that required developers to make up to 20 percent of their housing units affordable, but with support from the city. Unfortunately, under subsequent administrations, the city waived or water-down this requirement. Under state law, TIFs can be used to build affordable housing. As Mayor, I would encourage more TIF specifically in neighborhoods and for affordable housing because federal funds has slowed to a trickle.

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20(b) ...will help the city improve its financial contribution to its public school system?

Yes, the same principle applies to schools. For example, if the generates more revenue from public-private-partnerships (far more than the cost of the incentive), then it would allow for an increase in borrowing. For more than a decade, the city has been only able to contribute \$17 to \$19 million dollars to build new schools. With more revenue coming in, the city can increase its borrowing and devote that increase to school construction.

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20(c) ...will be completed by workers who live in and around the Baltimore region, and follow prevailing wage standards and project-labor agreements?

I support the living wage standards that we have in place. Also, I support the effective and responsible use of PLAs. During my first administration, the Hilton Hotel is an excellent of how we were inclusive with a PLA as well as making sure that we hired local people from the community. The Zenith Project was another example of a PLA and the partnership with a union and the city.

20(d) ...will contain businesses that must follow labor peace agreements?

Yes, labor peace agreements are an important tool to support unionization.

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21. Affordable housing: Recently, CUB worked with legislators in Annapolis to pass legislation that would allow the city to grant low-income city employees a property tax credit on their homes. Affordable housing is a priority for city educators as well, as there are more homeless students in Baltimore city than there are total students in some county districts. What is your plan to increase accessibility to quality, stable housing in Baltimore city?

I will pick up where we left off with the 10-year plan to reduce homelessness which was the first to adopt the Housing First strategy. We pressed HCD and the advocates to make 500 vouchers available on a priority basis to the homeless. As Mayor, I fully implement fully the 10-year plan to end homelessness and bring in energetic and creative team to get it done. As I wrote, I favor the use of an incentive that is more associated with downtown development for affordable housing. The City should aggressive use TIF financing to build affordable housing, providing gap financing so that the projects can house the very poor and vulnerable to avoid homelessness. I would leverage city investment with the State, which has far more funds for housing than the city. I favor the circuit breaker in neighborhoods with rising tax assessment. Under the circuit breaker, a homeowner on a fixed income only has to pay a percentage of his or her income, which preserves the equity in the home.

22. Crime: Do improved education and expanded city services play significant roles in your plan to reduce crime in Baltimore city? If so, how?

Everything we can do to make our city more competitive increase our ability to expand city services where needed. I like the phrase, "There is no more money, no you have to think." That applies to the city budget. We have to plan for no more revenues, but manage ourselves for growth, investing in public education, for example, as a way to retain and attract residents, which leads to a virtuous cycle of growing the tax base.

Thank You!

Thank you for taking the time to complete this candidate questionnaire. If you have any questions, please contact Todd Reynolds, AFT-Maryland Political Coordinator, at (410) 764-3030, or [treyolds@aftmd.org](mailto:treyolds@aftmd.org).





