



**From Cradle to Career:**  
**One Philadelphia Plan for Educational Excellence**

**SUMMARY**

**Fully Funded Public Schools That Work, in Every Neighborhood:**

- Alongside full and stable funding from the state, grow city spending on public education, providing both predictability and sustainability
- Ensure that students in every neighborhood have access to effective public schools.
- Renewed investments in educational technology

**Quality, Affordable Early Childhood Education:**

- Expand access to Pre-K
- Increase the number of accredited child-care centers by building capacity and training for providers so that they prepare students for kindergarten and learning to read
- Incorporate planning for early childhood centers into neighborhood and business development
- Ensure affordable access to quality early learning with wage-tax credits
- Leverage wage-tax exemptions to bring talented people into the field as center directors and teachers to ensure good pay and training

**Better On-Ramps to Postsecondary Education:**

- Expand access to Community College of Philadelphia
- Incentivize and support partnerships between high schools, colleges and career training programs to enable thousands of high-school students to enroll in college courses and training programs before they graduate, lowering the cost of college and putting them on paths to productive careers
- Enhance PILOT opportunities that increase career and technical education, STEAM, and job training

**Focus City Government and Partners on Education as the Engine for Economic Opportunity:**

- Make schools community hubs, bringing organizations and communities into schools as partners in educational results
- Ensure that every city agency, from police to health and more feels responsible for schools' and students' success including in the critical areas of attendance and safety
- Expand in-school supports with local stakeholders providing family and children services to reduce out-of-district placement
- Better alignment of human and behavioral health services (DHS/DBHIDS) to maximize student and family supports

*“One Philadelphia is the vision - and I have the responsibility and the experience to see it through.”*

- Anthony Hardy Williams

### **Tony’s Vision**

The son of a former Philadelphia public school teacher, Tony is running for Mayor to build One Philadelphia - a city in which every family has an equal opportunity to the American dream, which starts with receiving a high-quality education.

Tony knows as many Philadelphians do that education is the key to economic development and reducing poverty in our city. As mayor, he will insist on an integrated approach focused on quality and educational attainment, centered on the needs of children and their families, and rooted in the importance of teachers as professionals and public servants.

He will strive to knit the city together in what must be a shared responsibility—recognizing that One Philadelphia doesn’t mean one type of school for every child, but many different types of schools combining effort and resources, and sharing expertise to ensure every child has equal opportunity. Tony will insist on a “cradle to career” approach that begins investing in children’s educational futures at birth and sees them through until they are well prepared for productive, fulfilling careers.

### **Tony’s Education Priorities**

Within the first 100 days of a Williams Administration, Tony will appoint a Chief Education Officer that will coordinate with city departments, the School District, the business community, and nonprofit organizations to develop a workplan to implement his One Philadelphia cradle to career vision for education:

1. Fully Funded Schools That Work in Every Neighborhood
2. Quality, Affordable Early Childhood Education
3. Better On-Ramps to Postsecondary Education
4. Focus City Government and Partners on Education as the Engine for Economic Opportunity

## **Strategy I: Fully Funded Schools that Work in Every Neighborhood**

*“Every young person in Philadelphia —regardless of their family’s income — should have access to a high-quality education that prepares them for the global economy.”*

- Anthony Hardy Williams

In Philadelphia, every child in every neighborhood should have access to a great public school. Too many families across the city are left waiting without access to a great school. Tony believes that mayoral control of schools will be part of the long-term solution. Before dissolving the SRC, Philadelphia must address the issue of full funding of its school system.

The lack of funding shows in Philadelphia’s educational outcomes. With 550,000 adults in Philadelphia who are considered low-literate, the city has failed generations of children who are now adults and unable to fully engage in the global economy.<sup>1</sup> It is a root cause of poverty in our city. Once full funding is ensured, Tony will work to bring governance back to local leadership, where it belongs. But first, he will use every tool at his fingertips to ensure both full funding and access to schools that work for families.

### **Tony will work to identify at least \$200M for the School District in FY16**

The School District projects an \$80M deficit for next year’s budget. In hopes of moving from a crisis environment to an investment environment, the District requested \$200M from the state and \$103M from the city to be fully funded next year. Tony has identified solutions to fill at least \$200M of that gap in the following ways:

- Secure \$100M from public charter school reimbursement through bipartisan efforts in the state legislature
- Secure \$50M by urging City Council to explore increasing the city’s property tax allocation to schools from 55 percent to 60 percent
- Request \$50M from Philadelphia School Partnership, evenly split between district and public charter schools

### **Tony will help craft a weighted, full student funding formula that works for Philadelphia**

Tony believes that state government must uphold its constitutional obligation to provide for a “thorough and efficient” system of public education. Because the mayor does not control the public schools in Philadelphia, the city needs a mayor with Harrisburg experience to work closely with the state legislature to forge compromise and reach a resolution to our chronic budget challenges. During more than 20 years of legislative

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<sup>1</sup> [http://www.centerforliteracy.org/literacy\\_in\\_philadelphia\\_.aspx#\\_edn](http://www.centerforliteracy.org/literacy_in_philadelphia_.aspx#_edn)

experience, Tony has been a leader in advocating for more funding for Philadelphia schools and at brokering bipartisan statewide compromise to achieve that goal.

Tony will work with the state legislature to craft a formula that takes into account Philadelphia's poverty rate, its growing number of English language learners, and special education population. A weighted formula is crucial because it accommodates changes to the student population. For example, if Philadelphia experienced an influx of families with children who are new English language learners, the formula will adjust to meet that reality. If Philadelphia significantly reduces its poverty rate, then funding would decrease in a corresponding way. According to a recent Pew report on education, creating a weighted funding formula would "almost certainly provide Philadelphia with a larger share of state education money than it receives under the current system" and noted that Philadelphia's students received less in per-pupil funding overall than seven of its 10 peer cities.<sup>2</sup>

### **Tony will work to restore public charter school reimbursement and promote greater accountability**

About a third of Philadelphia's public school students attend public charter schools. For many families, especially those in low-income neighborhoods, high-quality public charter schools have been a safe haven offering hope and opportunity. However, Tony believes access to high-quality charter schools should not come at the expense of traditional district schools. As mayor, Tony will lead a bipartisan group to reinstate public charter school reimbursement from the state to allow manageable public charter school growth without impacting the funding available for district schools. The School District lost an estimated \$100M as a result of former Gov. Corbett's elimination of the reimbursement.

An important component of keeping charters costs manageable is real oversight and accountability for charter schools. As mayor, Tony would push for a fully staffed charter school office and reforms to the charter appeals process to ensure all public schools – charter and district – are meeting the needs of the families they are responsible for serving.

### **Tony will commit more city investment in education**

In addition to the state meeting its constitutional obligation, Tony believes the city, too, can do more to fund our schools. As mayor, Tony will work to increase local investment in our schools. First, Tony will accelerate efforts to collect delinquent property taxes that in turn will go directly to the School District. In the first four months of 2014, the city of Philadelphia collected more than \$45 million in back property taxes and cut the number of tax-delinquent properties by about 30,000 – a 25% reduction.<sup>3</sup> Second, Tony will

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<sup>2</sup> State of the City 2015 report, Pew Charitable Trusts

<sup>3</sup>[http://articles.philly.com/2014-05-28/news/50125552\\_1\\_delinquent-properties-tax-delinquent-properties-city-schools](http://articles.philly.com/2014-05-28/news/50125552_1_delinquent-properties-tax-delinquent-properties-city-schools)

work to build bipartisan and broad support for policy changes to enable a gradual increase in the city's commercial property-tax rate, again mainly to benefit schools.

Third, Tony will convene all local university and hospital leaders and push for a fair but necessary plan to begin "payments in lieu of taxes," or PILOTs. Philadelphia boasts world-class colleges and universities, although this brings with it the consequence of enormous amounts of tax-exempt property that would otherwise support public education. A punitive solution is not the answer. As mayor, Tony will insist that universities and hospitals partner with the city to identify a reasonable and fair way for them to be part of giving every child equal educational opportunity. Finally, Tony will work with City Council to increase the share of city property taxes that go to schools from 55 percent to 60 percent. Tony believes government efficiencies can offset the needed resources without raising property taxes at this time.

### **Tony will implement a "Great Schools in Every Neighborhood" campaign**

As mayor, Tony will work with City Council to use census data and school information for every neighborhood of the city to identify the areas of greatest need. He will work with District and City Council leaders to prioritize new schools, more resources for existing schools, and better access to high-quality schools of all types in each of those neighborhoods. Public and private schools are important neighborhood anchors, and will work to expand that approach throughout the city.

### **Tony will emphasize investments in educational technology and broadband access**

The School District's budget crises precluded it from making significant investments in upgrading its educational technology infrastructure, including digital content for students and teachers. Tony will work closely with the Superintendent to bring additional funding to the School District that will increase both operating and capital investments in educational technology. These new investments will allow the District to support students' and teachers' use of state-of-the-art software for instruction and professional development.

### **Why Tony Williams is the only mayoral candidate who can deliver on school funding:**

All of the mayoral candidates talk about securing more school funding for Philadelphia. But only Tony has the proven experience and skills to do it:

- **2014:** Tony's cigarette tax legislation passed a GOP-controlled legislature and was signed by a GOP governor. It is projected to generate \$80M for Philadelphia public schools in its first year.

- **2013:** Tony secured the 1% Sales Tax extension for Philadelphia, dedicating \$120M in sales tax revenue each year for Philadelphia public schools. He also led the effort to secure a one-time \$45M grant from Gov. Corbett.
- **2013:** As a member of the State Senate Education committee, Tony voted to create the Basic Education Funding Commission to develop a fair and full funding formula for Pennsylvania school districts.
- **2012:** Tony voted against the state budget because the Corbett Administration cut \$220 million in charter reimbursement funding.
- **2010:** Tony advocated and voted for the state budget bill which included \$220M for charter reimbursement.
- **2009:** Tony voted to raise taxes on businesses and cigarettes, which increased the state's funding to the School District of Philadelphia by \$107M.
- **2005:** Tony worked to secure an additional \$25M payment to the School District as part of the state budget.
- **2003:** Tony voted to increase personal income tax and the cigarette tax which lead to \$258M for new education programs, and \$175M to public school grants to help boost student achievement across the state.
- **1991:** Tony voted to raise taxes significantly on cigarettes, income taxes, bank shares, insurance premiums, and public utilities to increase funding for education.

## **Strategy II: Quality, Affordable Early Childhood Education for More Philadelphia Families**

*“Ending illiteracy in Philadelphia starts with quality day care and pre-K. Philadelphia’s low literacy rate is at the root of poverty and unemployment, and impacts our city’s ability to field a talented workforce to compete in the global economy.”*

- Anthony Hardy Williams

There is an established body of research showing that kids who receive quality early childhood care graduate from high school at higher rates, and drop out, get held back, or run into trouble with the law at lower rates. One study showed that one dollar

invested in quality pre-K care yields a seven-dollar return in terms of economic prosperity.<sup>4</sup>

In Philadelphia, there are about 100,000 children aged 5 or less. Only about 12,000 of them are enrolled in a quality early learning program. There is no bigger reason that Philadelphia leads U.S. cities in childhood poverty. Tony believes we must do better. Philadelphia needs more quality programs, more quality early-childhood teachers and staff, and financial assistance to help families afford quality care.

Governor Wolf has proposed increasing state aid for pre-K in his budget plan, and that's important. But this problem is too big for Philadelphia to entrust to Harrisburg. Tony believes the city, and its mayor, must lead a comprehensive strategy to increase the number of children in quality day care and pre-K.

### **Tony will expand access to Pre-K**

Currently, the School District directly provides preschool services to nearly 10,000 children, and partners with another 75 organizations to provide early childhood services from Pre-K Counts and Head Start. Fully funding the School District will increase the number of pre-K seats available, specifically for low-income families. Councilwoman Blackwell's ballot initiative creating the Universal Pre-K Commission is an important step in the right direction, and as mayor I will work with the Commission to develop a long-term plan to provide universal access to every neighborhood.

### **Tony will increase the number of accredited child-care centers that prepare students for kindergarten and learning**

Tony will leverage city dollars and policies to incentivize the creation of new centers, attracting new providers from within and outside of the city. He will partner with the state division of early learning to raise standards and improve monitoring of program quality for existing centers. He will insist upon rigorous inspections of child-care centers that aren't certified or accredited by the state or other agencies. He will provide incentives to help smaller providers make investments to build capacity and training.

### **Tony will incorporate planning for early childhood centers into neighborhood and business development**

Philadelphia needs a more intentional strategy around ensuring that as business development occurs, especially that involves new residential construction, the city and developers are planning for the provision of quality early childhood care. For parents of the youngest children, a day care center's proximity to home is even more important than for children in elementary school. Philadelphia doesn't just need more quality day

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<sup>4</sup> <http://heckmanequation.org/content/resource/invest-early-childhood-development-reduce-deficits-strengthen-economy>

care and pre-K programs; it needs them to be located in every neighborhood where families with young children live. The Reinvestment Fund's Child Care Map provides data on where day care centers are located throughout the city. Policymakers and developers can leverage that data to make better informed decisions, particularly through investments from the Child Care Fund.

### **Tony will ensure affordable access to quality early learning**

Tony will support passage of a wage-tax credit to families who send their children to certified day care centers. This could save a family earning \$27,000 a year up to \$700 in wage taxes. Bringing the cost of quality care into reach of more families will simultaneously stimulate more interest by providers in opening or expanding certified centers.

### **Tony will leverage wage-tax exemptions to bring talented people into the field as center directors, teachers and staff**

Child-care workers and pre-K teachers are among the most important caregivers young children can have. Their impact can be the difference between a child graduating from college or dropping out and finding hardship on the streets. And yet they are among the lowest paid of all educational professionals. Many earn less than \$30,000 a year. We will not dramatically improve early learning in Philadelphia if we don't make it a better profession for people to enter. Without the ability to offer big salary increases, we can at least look to offer tax benefits to the people who seek to make a career out of preparing the city's youngest citizens for lifelong learning. This will help create family-sustaining jobs in neighborhoods, and improve outcomes for children.

### **Strategy III: Better On-Ramps to Postsecondary Education**

*"We are long past the time to change our approach to the difficult challenges we face. We have an obligation to prepare our children to be productive citizens for the future."*

- Anthony Hardy Williams

In the 21st century, a postsecondary credential will be essential to remain competitive in the global economy. CEO for Cities conducted a study which shows that high postsecondary attainment is a crucial indicator for economic growth.<sup>5</sup> One of Tony's goals as mayor will be to increase dramatically the number of Philadelphians from every neighborhood with a postsecondary degree or credential. To achieve this, the city must prioritize the creation of a more seamless transition for students who graduate public schools and enter postsecondary, or career and technical education.

### **Tony will increase funding and accountability for the Community College of Philadelphia (CCP).**

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<sup>5</sup> CEO for Cities, Talent Dividend. <http://www.ceosforcities.org/city-dividends/talent/> Accessed March 1, 2015



As mayor, Tony is committed to increasing both funding and accountability for the city's only public institution of higher education that provides postsecondary pathways for young adults. His administration would use funding from the federal government's revised Workforce Innovation and Opportunity Act to align CCP's training programs with employer needs throughout the City of Philadelphia. Tony would work with the board to implement evidence based workforce development strategies and set concrete goals around partnering with city and regional businesses. We also need to better align programs for returning citizens and to retrain our workforce for new opportunities.

### **Tony will expand dual enrollment and early college programs**

Research has shown that early college programs lead to increased graduation and degree/credential attainment rates. As mayor, Tony will propose an expansion of Gateway to College, an early college program housed at CCP. This is estimated to cost \$1.5M to enroll 400 students. These programs extend high school so graduates receive a high school diploma as well as two years of college credits, a credential, or an associate's degree at no cost to families.

Tony will leverage his office to ensure stronger connectivity between Philadelphia's K-12 schools and postsecondary institutions. As mayor, he will work to ensure every student can receive college credit before graduating high school. For example, the New York City Department of Education worked with the City University of New York to create College Now, a dual enrollment program that reaches 20,000 students annually. These students are dramatically more likely to enroll in and graduate from college. A similar agreement with CCP could give students across the city a better chance to succeed in college and beyond.<sup>6</sup>

### **Strategy IV: Focus city government and partners on education as the engine for economic opportunity**

*"We must create environments that are safe for students and teachers. After creating an environment for success, we must demand results and implement measurable practices to improve educational experiences and outcomes for our students."*

- Anthony Hardy Williams

Tony believes that educating every child in every neighborhood of the city should be the goal of every department of city government and as mayor, and he'll work to focus every department and appointment on the hard work of improving our schools.

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<sup>6</sup> <http://collegenow.cuny.edu/about-college-now/>

### **Tony will open up school buildings to become community anchors**

When schools are used by the community during the evenings, weekends and the summer, they become a part of the fabric of that community. Crucial city services, such as mental health services, health evaluations, and adult education can also be provided at neighborhood schools, significantly increasing the accessibility of those services to community members. Additionally, schools can provide much needed space for after school programs, youth sports, and enrichment programs for the entire community. Rental space fees, where appropriate, can also generate additional revenue for individual schools. As mayor, Tony will bring national best practices to Philadelphia around community anchors and neighborhood school partnerships, and partner with City Council, and the nonprofit and philanthropic sectors to provide comprehensive wrap-around and evidence--based supports for children, youth, and families.

### **Tony will work with the District and other city partners to ensure the safety of our children**

Safety - inside and outside of the building - is critical for our children, their families and our teachers. Yet, violence remains a major problem in Philadelphia schools. As mayor, Tony will take a two-tiered approach of prevention and transparency using best practices models like restorative justice, to create positive school climates. To prevent serious incidents from occurring, Tony will work with the District to implement preventive discipline programs that are designed to teach children the skills they need to choose nonviolent means of resolving conflicts, and hire more counselors and student support to provide them with resources to deal with the violence they may encounter in their neighborhoods, and homes.

Tony will enhance and strengthen the Safe Corridors program, a program designed to create safe routes to every school in the District. He will prioritize accountability and transparency in the valid collection and reporting of serious incidents, particularly instances of bullying, as well as publicly providing the number and types of incidents occurring at each school.

### **Tony will work with social service agencies and other partners to ensure better attendance**

Regular school attendance is a key educational and economic indicator. Research by the National Center for Children in Poverty showed that chronic absence in kindergarten was associated with lower achievement in first grade—regardless of the student’s gender, ethnicity, or socioeconomic status<sup>7</sup>. Furthermore, a study in Utah found that students who were chronically absent in any year between eighth and 12<sup>th</sup> grade were 7.4 times more likely to drop out of high school.<sup>8</sup> As mayor, Tony will focus on bringing parents and families back to our schools, and make them attractive places for parents to participate in their child’s educational experience. He will work with the School District,

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<sup>7</sup> [http://www.nccp.org/publications/pdf/text\\_837.pdf](http://www.nccp.org/publications/pdf/text_837.pdf)

<sup>8</sup> <http://www.attendanceworks.org/utah-study-chronically-absent-students-7-4-times-more-likely-to-drop-out/>

the District Attorney, the Department of Human Services, Behavioral Health, and Family Court to share data on student attendance, improve collaboration among agencies working with families of truant children and develop programs that will support parents in getting their children to school on time.

**Tony will work to improve special education by reducing out-of-district placement**

Out of district placement for students with special educational needs can be an effective tool to provide children and their families with the resources they need to succeed. However, the current process in which these placements are funded is unsustainable. Over the next five years, the School District will spend \$500M to fund educational services and transportation on Philadelphia students with special education needs to attend schools outside of the city at a rate of \$110,000 per pupil per year.<sup>9</sup> Over 20 percent is dedicated to student transportation. Currently, the School District does not have control over payment rates or quality standards over the out-of-district placements, despite the fact that it is financially responsible for it. To address this issue, Tony will work to build capacity for local providers to support children at schools and create opportunities in the city. He will create a mayoral task force comprised of School District representatives, and officials from relevant city and state agencies to review out-of-district placement practices with a goal of reducing out-of-district placement by 10 percent (Cost savings: \$10M).

Philadelphia's quality of life, and the future of our workforce, depends upon a world-class public education system from cradle to career. With 26 years of experience fighting for Philadelphia's public school students in Harrisburg, Tony is ready to fight for them in City Hall.

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<sup>9</sup> FY15-FY19 School District of Philadelphia Five-Year Plan and Budget