



## 2023 City Controller Candidate Questionnaire

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### Instructions

Please complete the following questions on this form, and return by email to [gmgilman@gmail.com](mailto:gmgilman@gmail.com).

### I. Background

1. Please describe your professional and educational history and how it prepares you for the position of Controller.

I am a graduate of Philadelphia College of Textiles and Science (now Jefferson University).

I served as Acting City Controller from November 2022 to February 2023. I managed the operations of each division of the Controller's office including the Pre-Audit, Audit, Investigations, Administration, and Finance, Policy, and Data divisions.

Before I was Acting Controller, I served in the Controller's office for 28 years. I worked my way up from an auditor trainee until I became the first woman to serve as Deputy Controller of Audit where I led the largest division in the Controller's Office. I also served on the Board of Pensions, the Sinking Fund Commission, and was a member of the city's bond committee. I have an in-depth understanding of the city's processes and procedures and have worked with city departments to improve government services and save money for the citizens of Philadelphia.

2. How much money have you raised, and how much do you anticipate raising? What is your plan to win?

I have been raising money for the last month since entering the race and with money coming in each day the amount has been fluctuating. I anticipate raising a total of roughly \$250,000. I plan to use these funds to bring awareness to my campaign through ads, mailers, and literature. This money will also be used for GOTV efforts to ensure people are out on election day.

3. What endorsements have you obtained and what others do you expect?

I have received the following endorsements: Philadelphia Democratic Party, 8<sup>th</sup> Ward Democratic Committee, Philadelphia Building Trades, and many Pennsylvania State Representatives and Senators. I continue to receive endorsements from labor unions, elected officials, and wards throughout the city on a daily basis.

## **II. General Duties of Office**

4. Please discuss what you see as the most important functions of the Controller in improving the lives of Philadelphians, and the priorities you would seek to achieve if you were elected.

Our city faces many challenges from an out-of-control crime rate, a drug epidemic, and a failure to educate our children to the appropriate grade levels. We also have issues with the city's enforcement of building code violations, and developers misclassifying workers as independent contractors which results in millions of dollars in unpaid license and permit fees as well as lost payroll and city wage taxes. I want to lead audits, financial analyses, and investigations that can improve the safety of our neighborhood and the education of our children while have a positive impact on the citizens of Philadelphia and the city finances.

5. What would you do to increase public access to the City's budget and financial information?

The budget is released through the Mayor and City Council and is available through those offices on many platforms.

As far as the Controller's Office is concerned, once I issue an audit report that will be based on input from and knowledge gained through, the many groups I will be meeting with throughout the city, I will take that report and my staff on a listening tour and explain our findings and recommendations, asking for continued support from the citizens that are directly affected by each and every report.

We will also issue a press release when we complete our audit reports and upload them on our website for the public to access.

6. What would you do to insulate yourself from political interference in the performance of the Controller's job?

As I have over my career, in each and every position that I have held and will continue to do, I go where the facts lead me regardless of the pressure or intimidation that may have surfaced from those who may not have been in agreement with my decision to review certain policies and procedures and/or the findings and recommendations that may come from the audit that I have released and ones that I will be releasing in the future.

The role of the Controller is to promote honest, effective, and a fully accountable city government.

### **III. Specific Audit Targets**

7. Would you agree to audit the Treasurer's Department to determine whether there are funds available within various City accounts to capitalize, or provide deposits for, a Philadelphia Public Bank.

The role of the City Controller is to audit each and every department of the city. As the Treasurer's Office falls under that mandate, I have in the past and will continue to perform such audits. A determination to capitalize or provide deposits for a Philadelphia Public Bank would fall under the Mayor and City Council.

8. Would you be willing to audit the City Revenue Department's performance in collecting little enforced taxes such as the School District Unearned Income Tax, and the Gross Receipts Tax on non-Philadelphia companies.

The City Controller's Office is mandated to audit the collection of all revenues that come into the city including the School Income Tax and the Business Income

and Receipts Tax. I have done this in the past and will continue to do so in the future.

9. What steps would you take to evaluate City decisions to contract out City services to private for profit or non-profit agencies and organizations?

The Controller's Office specifically under my leadership will use the extremely capable audit staff to complete the required charter-mandated audits, as well as performance audits as needed. While the prior administration chose to contract out many audits, I have found that to be inefficient and extremely costly.

Furthermore, I will conduct a comparison of the description of professional services contracts in ACIS to civil service positions to evaluate the city's decisions to contract out city services. I would meet with the city departments to review their staffing levels to determine whether additional resources are needed to perform the duties of the department without contracting out services.

#### **IV. Related City Agencies**

10. The City Controller sits as a member of the City's Board of Pensions. What steps, if any, would you recommend to improve Fund performance?

The Philadelphia Board of Pensions is operating under the Revenue Recognition Policy (RRP) that was created by a partnership between the city leaders, the unions, and the Board which has dramatically changed the projection for a fully funded pension fund. The pension fund is now on course to be 80% funded by 2029 and 100% funded by 2033. In my role, I will continue to make every effort to realize that outcome.

11. Do you believe the Pension Fund should engage in socially responsible investing? Or invest in a Philadelphia Public Bank?

While serving on the Board during my tenure as the Acting City Controller, I experienced their commitment to socially responsible investing. While the Board is made up of nine members, I will lend my voice to the causes that I believe will help make the city, state, and country a greener and more inviting place to live.

12. How, if at all, do you believe the Gas Works can help reduce carbon emissions in the City? Do you have any other ideas for how PGW should be re-imagined? Please explain.

The role of the Controller's Office puts me in the board room where I oversee PGW's pension fund. I can push to have investments brought to the board that would support clean energy and a greener environment.

13. How would you target your auditing lens regarding the School District, including but not limited to its practices relating to charter schools.

Several years ago, we conducted an audit surrounding the Charter Schools with regard to funding and operations. I will revisit that issue to determine what steps have been taken to follow our recommendations and what still needs to be done. We also performed an audit of the deplorable conditions within the school buildings themselves. I will direct my audit team to back into the schools to see how the federal monies that have been provided are being used.