

1Hood Power 2024 Candidate Questionnaire

1. Email: erinmcclellandforpa@gmail.com
2. Attach a bio and resume.
3. Candidate Name: Erin McClelland
4. Office candidate is seeking: State Treasurer
5. Campaign Contact Person: Erin McClelland
6. Campaign Email: erinmcclellandforpa@gmail.com
7. Campaign Website: <https://erinmcclelland.com/>
8. Campaign Facebook: <https://www.facebook.com/ErinforPA>
9. Campaign Twitter: <https://twitter.com/ErinforPA>
10. Campaign Instagram: n/a
11. Campaign TikTok: n/a
12. Campaign YouTube: n/a
13. Other Social Media: n/a

Background Info and questions:

14. Please list all public service positions held over your career including unpaid public service.
 - a. I have been a long time volunteer on numerous Democratic campaigns and an advocate for workers' rights. I began my career as a counselor at Pittsburgh Black Action, where I worked with veterans facing substance abuse and mental health disorders. Previously, I have been a board member for the Pittsburgh Urban Magnet Project.
15. Please describe the general background of your public service during your professional career.
 - a. I spent 18 years of my career as a substance abuse and mental health counselor and served as a program manager and director in treatment systems in multiple Western PA counties. In 2006, I designed, successfully state-licensed, and operated the first and only orthomolecular recovery program for addiction in Pennsylvania. This program raised nearly \$2 million in venture capital funding and was featured twice in Industrial Engineer Magazine for using supply chain management principles and lean systems to improve effectiveness. Not willing to succumb to common claims of over-regulation in the substance abuse treatment system by some providers, I set a goal to achieve a perfect evaluation in the clinic's annual state audit and achieved it.
16. Please describe your accomplishments in promoting the concept of equity for all people.
 - a. In my work for Allegheny County, I designed a root cause racism program for DHS which allowed people of color to express experiences of racism in an objective way that identified and addressed the root of the problem. I also

designed a more equitable performance management system with more equitable behavioral indicators.

17. Please describe any particular qualification you possess which was developed either through your career or in your community that would enhance your ability in the office you seek.
 - a. The clinical skills I developed in my work in the mental health field were invaluable. My work has helped me to become an effective problem solver and an expert in systemic improvement. In 2003, I began working at the Institute for Research, Education and Training in Addiction (IRETA) as their Process Improvement Manager. My work was dedicated to reducing the 10-year information gap between best-practice research and clinical integration throughout Pennsylvania, New York, and New Jersey. During that time, I had the privilege to train under the direction of former Treasury Secretary Paul O'Neill, where I learned supply chain logistics and lean process improvement strategies to eliminate errors, increase effectiveness, reduce waste, and improve outcomes in large systems. While at IRETA, I served as an opiate addiction consultant on the White House Office of National Drug Control Policy's (ONDCP) 25 Cities Initiative.

18. Please describe any particular qualification you possess which was developed either through your career or in your community that would enhance your ability to serve in government.
 - a. Please see above and my included bio.

19. Please list all endorsements you have received.
 - a. United Steelworkers Local 2632, PA Joint Conference Boards of the Amalgamated Transit Union, Lehigh Valley For All, Concerned Black Clergy of Philadelphia.

20. If elected, what are your top three priorities?
 - a. Ending pension privatization, municipal cyber-security, and community banking.

Questionnaire:

21. Do you feel the government has done its job of making our region more equitable?
 - a. Strongly Disagree.

22. What is within the government's ability to make our region more equitable, and what in your view is its role?
 - a. The government must account for people's lived experience, document the data, and solve the root of the problem. We cannot solve anything until we get to the root cause. We must open more access to resources that invest dollars back into our communities like public and community banking.

23. Do you believe the government has a role to play to address our region's longstanding racial, gender, and sexual identity inequities?
- Strongly agree.
24. What is that role? What specific policy decisions could help address these inequities?
- PA must pass statewide and county specific comprehensive HRC full coverage protection like the one just passed in Lehigh County. We need a vast expansion of human service and an elimination of systemic barriers.
25. Should individual members of government focus on addressing the root causes of the racial and other inequities within the Pennsylvania region?
- Strongly agree.
26. How do you feel you may do this for Pennsylvania and the people you represent?
- There are many systemic inequities within our financial system. There has been little to no outreach to those in rural and inner city areas. For example, as Treasurer, I want to ensure that anyone coming out of governmental detainment is automatically provided any unclaimed property the state is holding.
27. Do you support efforts to increase the minimum wage?
- Strongly agree.
28. Do you support efforts to legalize cannabis in PA?
- Strongly agree.
29. Comments.n/a
30. Do you believe all government agencies should be subjected to audits to ensure monies are spent in efficient and effective ways?
- Strongly agree.
31. Comments. As treasurer, I would have the option to withhold funds from those suspected of illegal or harmful actions. I strongly support transparency and accountability. My opponents, both republican and democrat, have publicly supported investing PA teacher pension dollars into Israeli bonds. I believe we must keep our dollars in the Commonwealth and invest in our people.
32. Do you support the expansion of our public transit system (ex. PRT) into neighboring counties and the potential use of new methods of transit (rail rapid transit, light rail expansion, etc.)?
- Agree.
33. Do you support a pathway for immunity for those with cannabis related conditions and an inclusion of such individuals in the emerging cannabis industry? Why or why not?

- a. Yes. For too long we have punished folks, particularly Black and brown neighbors, for something that is now legal recreationally in 24 states and DC. Enough is enough.
34. Should the Commonwealth pass new laws to protect voting rights in light of new challenges against the recently passed Act 77?
- a. Agree.
35. What, if any, is the biggest threat to voting rights in Pennsylvania?
- a. Republicans.
36. Do you support the creation or continuation of universal health programs such as Medicare for All?
- a. Strongly agree.
37. If you answered yes, do you believe this should be permanent or a stepping stone to single payer healthcare?
- a. Yes, I believe this should be a stepping stone to single payer healthcare.
38. How can you ensure independence in work so that influential and well-financed entities will not influence the outcomes of your work?
- a. I have primarily self-funded my campaign, and have taken no PAC or special interest money for donations. I pride myself on being someone who puts our community ahead of my self interest, always.
39. Comments. See above.
40. Do you believe the affordable, fair housing crisis includes having the government address issues with zoning, rent control, and eviction alternatives?
- a. Strongly agree.
41. Accountability and oversight are key to any functioning governmental body. Why in particular is it important for the position which you are seeking?
- a. Accountability is essential as we invest taxpayer dollars. Transparency is most important when inconvenient, not just when politically expedient. The ability to admit one's mistake is a fundamental component of leadership.
42. Comments. See above.
43. Should PA end qualified immunity for government officials, including law enforcement agents, in civil actions alleging deprivation of rights?
- a. Strongly Agree.

44. Comments. This also should include ending the qualified immunity for elected officials who commit sexual harassment or racist behaviors toward government workers. For many years I have watched as our treasury has been used as a black bag to buy absolution for predators and bigots in our public sector workforce. Our workers deserve better and our taxpayers deserve a workforce that encourages high morale, good productivity, and rewards bold and creative thought.
45. Covid associated relief dollars provided a needed boost to the economy but some have argued the monies did not go to help those directly impacted by Covid-19. Do you believe earmarked monies should first impact directly related issues before being moved to other expenditures?
- Strongly Agree.
46. Comments. We need a more viable and equitable process to disperse funds like those for Covid-19 relief and the CARES Act so that the people who need it most, get it first. This is why I support and will push for public banks.
47. Do you support public investment and funding of the public schools and public community schools?
- Strongly Agree.
48. Comments. Funding our public schools is essential to maintaining our democracy. We must stop the very real threat of privatization and attempts to dismantle public education, including blocking the proposal of discriminatory vouchers, and supporting much needed charter reform.
49. Do you believe the media and coverage of a financial decision should not hinder the office in reviewing the finances associated with said decision?
- Strongly agree.
50. Comments. n/a
51. Do you support investment into business education and sustainability into underserved and underrepresented communities?
- Strongly agree.
52. Comments. n/a
53. Should the ICE detention facilities in the US be subject to greater local oversight?
- No opinion.
54. Comments. I would be eager to learn more about this issue.

55. Should the Commonwealth work within its power to ensure access to banking for locally regulated cannabis businesses?
- Strongly agree.
56. Comments. That's why I support mission driven banking as well as a public banking option.
57. Do you believe there should be any new gun legislation to combat the health epidemic of mass shootings and gun violence?
- Strongly agree.
58. Comments. n/a
59. Do you support a path to citizenship for dreamers?
- Strongly agree.
60. Comments. n/a
61. Do you support creating incentives for green technology innovation instead of working to revive the coal industry?
- Strongly agree.
62. Do you believe in a hybrid model?
- I do not..
63. Do you support expanding access to affordable, accessible housing for low-income people?
- Strongly agree.
64. If you answered yes, through what means? If no, why not?
- As Treasurer, I would promote public community banking, which would help to provide low interest home loans and keep dollars local. I am also supportive of state funding for local affordable housing initiatives and am a strong advocate of property tax reform, and enabling legislation to establish an equitable statewide standard.
65. Do you promote diversion of people with mental illness from the criminal justice system, and to increase access to community mental health services?
- Strongly agree.
66. Comments. Building and guiding the diversionary pathway was literally my life's work for 18 years.

67. Do you believe the Commonwealth has a role to play in reducing the maternal and infant mortality rates for the Black community in PA?

a. Strongly agree.

68. Comments. n/a

69. According to the FBI, White Supremacy is on the offensive both in government and in our socio-political rhetoric. What can be done to protect communities of color, LGBTQ folk, Women, immigrants, and other at risk communities from this very real threat?

a. Stronger cyber-security protection across the board is sorely needed and something the Treasurer's office can assist with. We must protect our most vulnerable neighbors online. The bigger impact would be to unseat my republican opponent - a known January sixth-er and election denier.

70. How do you define community safety? How can your position work to keep the community safe?

a. Community safety is achieved when every resident feels emotionally, physically, and financially secure in their environment. As Treasurer, I will of course work on the financial security part, but I will also prioritize efforts to influence what I can to support initiatives and programs that provide resources to our most impacted communities.

71. Should the position be focused more on regulation, or restructuring the city/county's financial operations?

a. The state Treasurer handles the finances for the Commonwealth of PA. The office is not involved in creating or enforcing regulations. However, the structure of financial operations is under the purview of this office and would be a central focus.

72. Do you support expansive ballot access to include drop boxes, ballots translated into multiple languages, and extended voting opportunities on the weekends?

a. Strongly agree

73. Comments. n/a

74. Do you believe the process to reinstate the right to vote for returning citizens (those returning from government detainment) should be streamlined and automated to inform participants upon release?

a. Strongly agree.

75. Comments. I also believe that they should receive any unclaimed property held by the state of PA upon release.

76. What can you do to improve the quality of life of the average Black 22 year old in your district?
- a. This state has yet to support and lift up black and brown people due to racism and discrimination. A young black man or woman should be given the same opportunities as their white counterparts. As treasurer I will prioritize financial literacy and access to banking services, elevating youth voices with listening sessions and meetings with young organizers, and ensure that tax-payer dollars that the state holds onto are put back into the pockets of those who need the funds most.
77. Why should voters trust you to operate differently? How will you ensure transparency if elected?
- a. I come with a completely different set of values and priorities than my opponents in this race. My primary goal is to serve the residents of the Commonwealth of Pennsylvania in an equitable, fair, and proactive fashion. I commit to always being transparent - whether the information I am presenting is positive or negative.
78. Do you believe art is a vital resource for education, tourism, violence intervention, and cultural competency?
- a. Strongly agree.
79. Comments. n/a
80. Do you believe in funding the arts as a general practice of community investments?
- a. Strongly agree.
81. Comments. n/a
82. How do you define governmental transparency?
- a. Transparency only matters as a principal if you demonstrate it when it's inconvenient. Embracing and learning from our flaws is more important than simply taking credit for our successes. That is the heart of transparency and core belief that I hold.
83. Comments. n/a
84. What does reproductive justice mean to you?
- a. First and foremost, bodily autonomy. People with uteruses must have fair, affordable, and equitable access to all reproductive and overall healthcare, without outside influence or pressure.
85. The medical result of a pregnancy decision should not result in a criminal arrest or prosecution of the individual or their doctor.

- a. Strongly agree.
86. Comments. Unlike my opponent, who has voted for a mandatory minimum sentence rooted in fetal personhood as recently as 2021, I am a lifelong pro-choice democrat.
87. Do you support reparations for the descendants of those who were enslaved or denied governmental services based upon their racial classification?
- a. Strongly agree.
88. Comments. n/a
89. Do you support an end to lifetime parole in PA?
- a. Strongly agree.
90. Comments. The parole experience should be a restorative pathway designed to ease re-entry and alleviate systemic barriers, not a less restrictive life sentence.
91. Do you support the rights of workers to include wages in their bargaining negotiations?
- a. Strongly agree.
92. Comments. I support the rights of workers to include any aspect of their relationship with their workplace and their employer in their collective bargaining agreements.
93. Do you support protections from discrimination that would allow members of the LGBTQIA+ community protection from eviction, employment opportunities, and medical discrimination?
- a. Strongly agree.
94. Comments. n/a
95. PA has one of the largest aging populations in the country. Do you believe our government can do more to improve the conditions of the facilities and the overall quality of life for our seniors?
- a. Strongly agree.
96. Comments. As treasurer, I would be charged with the stewardship of 3 state pensions, including the teachers' pension, which the legislature has plundered for years with no remorse, leaving the pension drastically underfunded and our teachers extremely vulnerable in their retirement years. This has been an ongoing atrocity of the public good and collection of fiduciary misdeeds that have now fallen on the backs of our school districts, teachers and the taxpayers. With 38% of each school district's payroll going toward the plundered pension, it's no surprise that, not only our retirees, but also our schools and our children are paying the price.

97. How do you define disability justice and how have you worked in the past to uphold its principles?
- a. All human beings should receive the resources and services they deserve regardless of their race, gender or economic status. I spent 18 years working in addiction and mental health treatment and support services for veterans who had multiple disabilities. Our approach addressed intersectionality, self-advocacy, and ableism and the way that this appeared in the everyday lives of our patients.
98. How have you worked in the past to engage youth, particularly those who have been considered at risk?
- a. When I worked at SPHS behavioral health, I ran a women and families program, where I helped to counsel children whose parents had a history with substance abuse. Engaging youth in the political arena has long been a passion of mine as well - including my own son who ran for state representative at the age of 21. This election season, I was honored to speak with students in Pittsburgh Public Schools, who were eager and ready to learn about politics and how it affects their everyday lives. I hope to continue to work with youth, especially around financial literacy, when elected as Treasurer. I also hope to implement a program I have designed: Finance 101 for Women and Girls.
99. Artists, cultural spaces, and artist practitioners provide a vital partnership and resources to government agencies.
- a. Strongly agree?
100. Comments. n/a



BIOGRAPHY

A native of Western Pennsylvania, I was born, raised, and currently live in a working class steel mill town on the outskirts of Allegheny County. I am the beneficiary of four generations of organized labor and relish the fact that my hometown still has an operational rolling steel mill. I received my Bachelor of Science degree in Psychology from the University of Pittsburgh in 1997 and Master of Science concentrating in Industrial/Organizational Psychology from Chatham University (formerly Chatham College) in 2002.

I spent 15 years of my career treating mental health and substance abuse patients, serving as a program manager and director of treatment systems in multiple Western PA counties. In 2003, I began working at the Institute for Research, Education and Training in Addiction (IRETA) as their Process Improvement Manager. My work was dedicated to reducing the 10-year information gap between best-practice research and clinical integration throughout Pennsylvania, New York, and New Jersey.

During that time, I had the privilege to train under the direction of former Treasury Secretary Paul O'Neill, where I learned supply chain logistics and lean process improvement strategies to eliminate errors, increase effectiveness, reduce waste, and improve outcomes in large systems. While at IRETA, I served as an opiate addiction consultant on the White House Office of National Drug Control Policy's (ONDCP) 25 Cities Initiative.

In 2006, I designed, successfully state-licensed, and operated the first and only orthomolecular recovery program for addiction in Pennsylvania. This program raised nearly \$2 million in venture capital funding and was featured twice in Industrial Engineer Magazine for using supply chain management principles and lean systems to improve effectiveness. Not willing to succumb to common claims of over-regulation in the substance abuse treatment system by some providers, I set a goal to achieve a perfect evaluation in the clinic's annual state audit and achieved it.

Having developed a deep understanding and passion for public policy, in 2014 and 2016 I was the Democratic nominee for the United States Congress in Pennsylvania's 12th Congressional District serving Cambria, Somerset, Beaver, Westmoreland, Lawrence, and Allegheny Counties. Being on the ballot at the same time as Donald Trump and seeing first-hand the issues of rural and working-class voters was an experience and a conscious awareness that I carry with me to this day.

I began performing process improvement and policy work at the Allegheny County Department of Human Services (DHS) in 2015. My work included redesigning the organization's employee performance management system, developing a merit-based hiring process and policy, writing the employee medical marijuana policy, and identifying points of systemic-bias in the employee recruitment and retention processes. Every day I worked to standardize employees' work, eliminate organizational bias, and advocate for blame-free work-place principles that protect workers, improve morale, and decrease turn-over and other forms of systemic loss.

I have thoroughly enjoyed starting and operating a small business and working to improve government systems, processes, and policies while advocating for our public-sector workers. My experience has taught me that in any large complex adaptive system, it doesn't matter how good our intentions are if we don't have viable systemic answers to two fundamental questions: ***What problem are we trying to solve and what is the root cause of this problem?*** The devil lies completely in the details of the policy solutions we implement.

It's time we elect a responsible, honest broker to oversee the Commonwealth's Treasury who is committed to rebuilding our state's supply chain with transparency and integrity, managing our taxpayers' coffers with diligence and accountability, and reaching beyond the office to provide banking and cybersecurity support to every municipality in the state.

ERIN McCLELLAND

for
Pennsylvania State Treasurer

2024



ERIN MCCLELLAND



Contact

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Education

Chatham University,
Pittsburgh PA, 2002
Master of Science in Psychology
Concentration in
Industrial/Organizational Psychology

University of Pittsburgh,
Pittsburgh PA, 1997
Bachelor of Science in Psychology

Skills

Process Improvement	★★★★★
Policy Development	★★★★★
Leadership Training	★★★★★
Systems Problem Solving	★★★★★
Public Speaking	★★★★★
Leading Systemic Change	★★★★★
Political Strategy	★★★★☆
Graphic Design	★★★★☆
Professional Writing	★★★★★

Biography

My most fulfilling career experiences have always been the opportunity to combine my passion for policy development and my extensive training in process improvement and operations to conceive and create actionable solutions. In 2003, I had the incredible experience of spending a year learning atomic level process improvement and public policy under the leadership of Secretary Paul O’Neill. In that time, I learned that all great systemic ideas start with the question: “What problem are you trying to solve?”

I learned lean process improvement strategies with the Pittsburgh Regional Healthcare Initiative and have successfully employed this training to eliminate medical errors, increase effectiveness, reduce waste and improve outcomes in healthcare and addiction settings. I served as an opiate expert to the White House Office of National Drug Control Policy’s “25 Cities Initiative” where I developed the current condition analysis of Western Pennsylvania’s opiate addiction problem.

As a Program Director supervising multiple behavioral health programs, I employed lean strategies to substantially reduce billing errors, recoup lost revenue and improve employee morale and performance with no capital investment. I successfully attained state licensure for the first and only orthomolecular recovery program in Pennsylvania and raised \$2 million in venture capital to operate it. This program was featured twice in *Industrial Engineer Magazine* for employing process improvement principles to increase effectiveness by addressing addiction at all levels of the human condition. Unwilling to succumb to common claims of over-regulation in the treatment system, I set a goal to achieve a perfect evaluation in our annual state audit; *I achieved it.*

ERIN McCLELLAND

Employment

Allegheny County Dept. of Human Services

Consultant, June 2015 – Current

- Designed a system-wide, merit-based hiring system to replace the current civil service system in HR operations using best practices in hiring and recruitment across 1,800 employees
- Identified/eliminated systemic waste, errors, redundancies and problems in the current county-wide process
- Developed a **Performance Management System** encompassing recruitment, training, evaluation, professional development, root-cause problem solving, and corrective action processes
- Developed a systemwide leadership track, training protocols, and leadership strategies to identify and enhance employee career and talent mobility
- Led **organizational change** efforts to transform worldviews on worker performance

Arche Wellness, LLC,

Executive Director, June 1, 2006 – June 30, 2014

- Founded and operated the **first PA state licensed orthomolecular medical center** for behavioral health
- Assimilated globally recognized best practices in addiction treatment into the model
- Raised \$2 million in venture funding to establish and operate the program over 8 years
- Created a systemic learning organization that solved health and systemic treatment delivery problems at root cause within PA DOH guidelines and oversight
- Charged with all aspects of running a licensed non-profit including supervising all medical, clinical, and administrative staff, reporting and budgeting, daily operations, state audits, and HR

Southwestern PA Human Services (SPHS)

Program Director, Feb 2005 - May 2006

- Charged with program development and enhancement, billing and payer process improvement, training and supervision of medical, clinical and clerical staff, and ensuring client satisfaction for multiple outpatient behavioral health treatment facilities
- Restored the New Kensington outpatient facility to profitability within 3 months through process improvement of billing procedures (\$11,000 per month deficit became a \$6,000 per month profit)

IRETA Institute for Research, Education & Training in Addiction
Practice Improvement Director, Aug 2003-Nov 2004

- Received extensive training on **Toyota Production System, Hoshin Kanri, and lean systems** under Secretary Paul O'Neill, Pittsburgh Regional Healthcare Initiative & Harvard Business School
- Served as opiate addiction expert on **White House Office of National Drug Control Policy Initiative** charged with developing the current condition analysis of the opiate problem throughout Western PA

- Identified local, state, and national stakeholders
- to participate in leading change on how the region views, responds to, and manages addiction

- Facilitated a statewide addiction leadership group
- of providers, community leaders, elected officials, policymakers, police, and clergy to develop a coordinated approach to systemic addiction

- Adapted and integrated the **TPS lean principles**
- into addiction treatment centers (Pyramid Healthcare, Gateway Rehabilitation and Mercy Behavioral Health) for leadership development, organizational change, process improvement, performance management, measurement and enhancement, and reduction of administrative burden

ARCHE Sole Proprietorship

Addiction Prevention Consultant, Aug 2001-June 2004

- Collaborated with stakeholders affected by increasing opiate addiction to improve awareness in the greater Pittsburgh area including school districts, police, treatment centers and media

Discovery House Behavioral Health

Addiction Counselor, Apr 2002 - Dec 2002

Tadiso, Inc. (formerly PBA, Inc.)

Addiction Counselor, Nov 1998 - Nov 2000

St. Francis Medical Center

Systems Researcher, Sept 1997 – Nov 1998

ERIN McCLELLAND

Political

Stephen Zappala for District Attorney *Political Strategist, June 2018 – May 2019*

- Developed all campaign political strategy
Coordinated campaign operations with elected officials, labor unions and community groups, and activists and won the race
- Served as campaign spokesperson and communications director for all press and media relations
- Wrote and designed campaign materials on cash bail, domestic violence, mass incarceration, and abortion rights.

Judge Debbie Kunselman for Superior Court *Campaign Manager, Jan 2017-May 2017*

- Developed all campaign political strategy
Coordinated campaign operations with elected officials, labor unions and community groups, and activists and won the race

Memberships & Media

Professional Memberships

Community Center for Aging in Place
Advisory Committee member 2013-2015

Pittsburgh Urban Magnet Project (PUMP)
Board Member, October 2009-2014
Chair: PUMP Futures Committee

Television

Pittsburgh Today Live, KDKA
Health Policy Expert, Feb, 2010-April, 2011

Press Conferences on behalf of:

Katie McGinty for US Senate,
Sept - Oct 2016

Hillary Clinton for President,
Oct - Nov 2016

Radio

WMNY - Health Expert & Entrepreneur
October, 2009 - March, 2010

AM NEWSTALK 1360 - Health Expert
September 5, 2008 - January, 2011

Earned Media

- 32 articles published as a health expert
- Industrial Engineer Magazine
Featured Case Study 2007 & 2009
- Endorsed candidate for US Congress:
Pittsburgh Post Gazette
May 2014,
October 2014
October 2016
Beaver County Times
May 2014
Oct 2014

References

Furnished upon request.