

COMMITTEE FOR A BETTER ATLANTA QUESTIONNAIRE

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1. In your opinion, what are the three greatest issues (problems or opportunities) facing Atlanta?

The three major issues facing Atlanta include:

(a) Fiscal Responsibility – We have to get our financial house in order by doing away with fiscal waste and mismanagement in city government. I will concentrate on the basics of sound financial planning, budgeting, accountability and more efficient and cost effective services delivery. Once we become fiscally sound, we'll be in a better position to get our "house in order" and reinstate and improve city services.

(b) Public Safety – Our residents must be and feel safe in their homes and neighborhoods. With the current increasing crime wave in our city coupled with furloughs and budget cutbacks, unfortunately residents don't feel safe. Public safety has several components: police & fire protection, emergency preparedness and emergency medical services. We must make sure that every component of public safety is staffed at levels that will allow our city to be served effectively. Furloughs of firefighters and police officers is unacceptable!

© Economic Development & Jobs – The future of Atlanta is dependent upon a thriving economic development and the availability of quality job opportunities for our residents. Because of my business background, I'll be able to rely on my vast business experience and global network of relationships to recruit industry and jobs to our city. I will continue to support existing businesses and encourage startups of new businesses by local residents.

2. Describe briefly your qualifications for holding this office.

I am not a politician, but I am a public servant who is genuinely committed to solving the problems facing our city today. I am the son of a sharecropper from Henry County and the youngest of 13 children who learned the value of discipline, hard work and accountability at a young age. I had the opportunity to enroll and graduate from a unique high school program, "*A Better Chance*" which allowed me to springboard to a higher education at Dartmouth College, Oxford University as a Rhodes Scholar and Harvard Law School. I have had a broad-based successful career for over 30 years

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as a corporate lawyer and have focused on corporate transactions governance and compliance, internal investigations and audits, as well as public/private relationships. I have been a “problem solver” for many corporations and clients with a business acumen needed to provide creative solutions. It is not enough to just identify the problems, we have to solve them! I have also demonstrated my consistent commitment by being actively involved in numerous organizations and affiliations to help “make a difference” in our community.

3. What events or experiences caused you to decide to run for this office?

I genuinely believe the scripture, “...*to much is given, much is required*”. I have been blessed with many opportunities both educational and professional and I recognize that our city needs a Mayor with experience in solving complex business and financial problems. The crisis that our city is currently experiencing demands a Mayor with the experience, the training, the independence and integrity to make the right decisions and the resolve to develop and then follow a plan that will return financial accountability and stability to our city government, safety to our communities and confidence in our citizenry. I am that person!

4. Please identify up to five organizations or individuals who are actively supporting your candidacy.

- a. Inman Allen
- b. David Long Daniels
- c. Bill Schwartz
- d. Sam Massey
- e. Dwight Andrews

5. The city government faces a \$50 million budget shortfall this year. How would you close the budget gap?

As Mayor, the first thing I will do is hire a competent, well-qualified and independent Chief Financial Officer (CFO). I will direct the CFO to conduct a top to bottom audit of the city’s financials and give me a full report in my first 100 days. The CFO will be directed to conduct quarterly audits of the city’s financial records to avoid any surprises or late discoveries of budget shortfalls or mismanagement. In addition, accounting systems and mechanisms will be upgraded to take advantage of new technology.

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In addition, I have reviewed all of the various studies and audits that have been conducted over the last several years and many of them identify waste in the system that I will immediately move to eliminate. I will assess every department, their mission and goals, as well as the current employees and their responsibilities and remove any waste and all mismanagement that exist. Performance metrics will be implemented and adhered to.

I believe we will find cost savings in the system. However, I do not believe we can completely save our way out of the financial crisis we are in. We will simply have to do more with less. My goal will be to run the most efficient, cost-effective city government possible and look for various ways to save money. I am open to exploring managed competition by seeking ways the city can deliver the services we must deliver in the most cost-effective manner. Where we can make significant savings while still improving the delivery of services, I will implement them.

My administration will be open and inclusive. I will bring the best and the brightest minds I can recruit to come with me to city hall and I will seek the best ideas for how we need to conduct our business and implement them. I believe we must partner together communities all over this city to work together, take responsibility for our communities and solve the pressing problems of the city. I believe by working together, we can turn things around at city hall. In addition, we will need some help from the economy.

6. Since 2004, the city's official goal has been to have 2,000 police officers. The Police Department is not at 1,615 officers. Do you support that goal? If so, how would you pay for the additional officers given the city's budget problems?

Yes, I support that goal. First, I would look to the federal government and the stimulus money to press upon them the need for the 200 additional officers we requested funding for originally. We have received funding for 50, but given our surge in property crimes, I believe we can convince them to give Atlanta more money. Next, from the waste in the system that is eliminated, I will use the savings hire additional officers. I will review every department and trim all the fat possible and redirect those resources to

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Public Safety because there is no issue more important than keeping our citizens and our visitors safe.

My goal will be to increase the force every year until we reach the optimal number which I think is higher than 2,500 given the growth in population in the city since the recommendation of 2,000 officers was made.

The city must operate like every family and business has to operate with reduced revenue. Tough choices must be made to ensure all critical and necessary services are adequately funded. I will seek additional funding from the justice department to enhance programs where federal resources are available. We must spend conservatively while seeking additional revenue outlets. My administration will collaborate with neighboring jurisdictions to seek ways to reduce cost where the same or similar services are provided.

7. Mayor Franklin has used tax-allocation districts and tax abatements to support redevelopment projects. What would you have the city government do to support desirable redevelopment projects in the years ahead?

I would use tax incentives and explore public/private partnerships to attract and support desirable redevelopment projects. In addition, I will streamline processes within the city to make it easier and business friendly so developers will want to conduct business with the city, i.e., business licenses, planning and development and zoning issues.

However, as I have said and continue to say, we must first get our financial house in order and remove the criminal elements from our city to make our citizens feel safe because businesses are attracted to a city for the same reason residents are. They want a sound government and a safe city.

8. Traffic congestion is a major problem in Atlanta. If you could implement only one initiative, enhancement or management change to reduce congestion in Atlanta in the next four years, what would it be? Note: This should be something with the city government's ability to implement.

The first thing I would implement is a smart traffic system. Atlanta's infrastructure is one of our most pressing problems, but it also offers great

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possibilities for improvement and economic growth. We must rethink systems and apply technology in new ways. Building new roads and new lanes won't be possible in many areas. We must build intelligence into our roads and the cars with roadside sensors, radio frequency tags and global positioning systems.

Examples:

- Stockholm, Sweden has a smart traffic system that has reduced traffic by 20%, drove down emissions by 12%, while 40,000 new users took advantage of daily public transportation.
- In London, a congestion management system has lowered traffic volume to mid-1980s levels.
- In Singapore, a system can predict traffic speeds with nearly 90% accuracy. With future enhancements, the system will help predict – rather than merely monitor – other traffic conditions, as well.
- Right here in the United States, researchers at Rutgers University in New Jersey developed a computer simulation to model traffic flow. In the simulations, traffic lights were fed the position and speed of all vehicles on nearby roads and programmed to phase color changes in order to optimize traffic flow. Intersection waiting time was reduced and they calculated emissions would fall 6.5%.

As Mayor, I will find ways to improve our traffic and transportation problems by seeking new, innovative solutions that are economically competitive, sustainable, safe, and will enhance speed and efficiency. We must apply new technology and new policies to old assumptions and habits.

9. In your opinion, what are the three greatest infrastructure problems facing Atlanta over the next four years? Please rank them in terms of importance and urgency.
1. Water and Sewer
 2. Transportation (Sidewalks, Street, Roads and Bridges)
 3. Traffic control