

1. Why are you running for City Council Chair, and if elected, what are the three most important things you intend to accomplish in the near term?

I'm running because the city is rapidly approaching a financial crisis. The first thing I would do is to restore financial stability. My experience and leadership on the council during the past financial crisis coupled with my training and experience in the private sector prepares me to provide the leadership which is necessary.

And as Chair, I will be bringing about accountability and transparency in the government. In addition, I will be the consensus builder necessary to ensure the Council provides real results for our city.

In the first term I will work to prevent the return of the Financial Control Board, create a working relationship with the Executive branch of the DC government and move forward with education reform.

2. What are the three most important issues facing the District of Columbia in the next decade?

The three most important issues facing the District within the next decade are financial stability, education, and jobs/economic development.

3. What are your qualifications to serve as City Council Chair?

Eight years of experience on the DC Council with six years as Chairman of the Committee on Government Operations, where I had oversight of 23 DC agencies. Also served as Co-Chair on the Committee on Special Education. I am an attorney and a certified public accountant with degrees in business administration, communications, law and taxation. My work experience is as follows:

- Region Vice President, Pepco
- Two-term, D.C. Council Member, Council of the District of Columbia
- Chief Financial Officer, National Children's Center, Inc.
- Financial Consultant, Value Village Project, Inc.
- Trial Attorney, Finance Division, DC Office of Corporation Counsel
- Internal Auditor, University of the District of Columbia
- Chief, Assessment Services Division, DC Office of Real Property Tax
- Operations Manager, DC Tax Amnesty Program
- Attorney Advisor, DC Department of Finance and Revenue
- Tax Accountant, Arthur Andersen & Co.

4. In the context of the projected budget shortfall, do you believe the current budget discussions fairly balance increases in revenue against spending reductions, and fairly allocate the burden of revenue increases? If not, what would you propose?

No, the current taxing schemes continue to lay a disproportional burden of spending beyond the governments means on the low and moderate income residents of the District of Columbia. Revenue matching with priorities would be the most effective way to address the situation. Spending priorities have to be addressed.

5. The District of Columbia is suffering significantly higher unemployment than Maryland and Virginia in this recession. Describe your plan for broad-based job recovery.

Be aggressive by retaining companies in the District of Columbia and provide aid and assistance if necessary; and hire District residents in permanent jobs. Focus on recruitment of new companies and industries to locate and relocating in the District of Columbia. Most importantly, we must connect education to employment and employment to economic development for District residents.

6. DC currently has a rainy day fund that is subject to restrictive local and federal rules. Do you support efforts to reform rules governing the use of this fund? Why or why not?

District has two rainy funds: an emergency reserve and a contingency reserve. And the funds are similar to rainy day funds in 45 states. The emergency reserve is limited to natural disasters. The contingency reserve can be used for natural disasters or economic downturns.

The current regulations should be reviewed and updated to reflect the current economic situation. Therefore, I support a review and a revision that should be done by committee of municipal experts who would in turn review the legislation and make the appropriate recommendations to the city due to fiscal conditions.

7. If elected, what will you do to create and protect affordable housing options for both home-buyers and tenants, and alleviate homelessness?

The first thing is to redefine what affordable housing is in the District and provide government assistance to support the expansion of available housing.

I would encourage housing policy that will help District employees live in the District of Columbia; as well as review the property taxes in the city to ensure equity in property taxes.

In addition, we must protect home assistance programs and seek federal assistance like the first time homeowners credit and, continue to fund the Housing Production Trust Fund.

8. Do you think reform in the D.C. Public Schools is headed in the right direction? Explain your answer.

We must prepare our three and four year olds for kindergarten. Then we must ensure that our third graders are entering the fourth grade reading independently and that they can add, subtract, multiply and divide.

If not, the United States Department of Education states that nine times out of 10 they will make contact with the criminal justice system. We do not want that to occur for our children.

Thus, yes, the education reform results for our children are headed in the right direction. We must make sure the education reform is good for our teachers. The new teachers contract if ratified will provide a \$135 million dollar increase for teachers over a five year period which represents a 21% increase.

9. If elected City Council Chair, what steps will you take to invigorate the D.C. statehood movement?

Put the focus on the 150th Anniversary of DC Emancipation on April 16, 2012 and the 150th Anniversary of the Emancipation Proclamation January 1, 2013 and why full voting rights and statehood must be achieved by these dates.

10. A moratorium on earmarks was declared in Fiscal Year 2010. Do you think past practices for awarding earmark grants should be reformed? Yes. If so, how?

There must be a transparent process imposed independent of the Council Members. The process must avoid impropriety.

11. Cite an instance in your public career where you have compromised with those with whom you have disagreed in order to achieve a larger goal.

Creating DC Emancipation Day. I desired to have a public holiday initially. However, through negotiations with the executive branch it started as a private holiday in 2001. In 2005, it became a paid public holiday.

12. The District's election laws do not allow the rights of minorities to be subject to popular vote. Do you nevertheless think the District's new Religious Freedom and Civil Marriage Equality Law should be put up for popular vote? Why or why not?

The law has passed in the District of Columbia. I support and will uphold the laws of the District of Columbia. It is now before the Court of Appeals. Therefore this matter will be decided by the Courts on whether or not a vote by the people should have taken place.

I believe this issue will go before the United States Supreme Court. Additionally, I believe in the one man, one woman vote principle. Democracy is based upon the majority vote.