

1. Why are you seeking a seat on the Detroit City Council?

As a life-long resident of the city of Detroit and a veteran of the Detroit Police Department, I have dedicated my personal and professional life to betterment of my city. I have a proven track record of management and leadership. My candidacy for city council is an extension of my 26 years of public service.

2. Professional, educational or civic experience that has prepared you to play a constructive role on the city council?

My educational background and experience as a leader in the Detroit Police Department, as well as my experience with teamwork and collaboration developed in the Marine Corps, will be a set of skills that are directly transferable to work on City Council.

I earned an undergraduate degree from Wayne State University and a Masters degree from Eastern Michigan University. I also attended the FBI National Academy, Northwestern University School of Staff and Command and numerous other leadership and management course work.

Furthermore, I am providing leadership on the Board of Trustees for Mariners Inn and the Board of Directors of the Sherwood Forest Neighborhood Association. I also serve as a volunteer lecturer at Barsemian High School.

3. What do you anticipate spending on your campaign? How much have you collected so far? How many people have contributed?

A conservative estimate of \$300,000 is deemed necessary to execute a successful campaign. To date, the campaign has raised more than \$130,000.

4. Three most important core functions of city government?

- 1) Provide basic city services, such as police, fire, EMS, and garbage collection.
- 2) Ensure sound fiscal management.
- 3) Facilitate growth and development of the City and its neighborhoods.

5. Three governmental departments or functions willing to eliminate.

Every department not associated with public safety should be in the conversation for elimination or consolidation through merger. Three priority departments include:

- 1) Administrative Hearings Court (a duplication of service provided by 36th District Court).
- 2) Recreation Department (merger of D-DOT with Smart; see Answer #11).
- 3) Public Lighting Department (PLD).

6. What changes in staffing, compensation, benefits or work rules do you believe will be required to assure Detroit's continued solvency?
- A. Staffing, Compensation & Benefits – undertake a salary and benefit survey to determine if the City's compensation structure is competitive with similar cities (through benchmarking). Prioritize city services and align with a balanced budget that has no structural deficits.
 - B. Work Rules – labor contracts must be re-opened to allow for more sworn officers patrolling the streets.

7. With money available to tear down only 3,000-5,000 a year, how would you speed up the demolition of the estimated 80,000 abandoned homes and buildings in Detroit?

First and foremost there needs to be a stabilization of Detroit neighborhoods. Measures that can be taken include:

- A. Providing assistance to residents in preserving home ownership to reduce the number of houses needing demolish.
- B. Educate homeowners and renters on the responsibilities and obligations of home ownership or tenancy, as applicable.
- C. Implement (or enforce) criteria for identifying homes that are not salvageable. Current process provides too much subjectivity resulting in the reluctance of City Council to order an inevitable demolition. That must change!
- D. Greater collaboration with the private sector to get utilities turned off in a timely fashion, which is a critical step in moving the demolition process forward.

8. Detroit's dwindling population is distributed over a geographical area many times the size of other cities. Do you support efforts to concentrate residents in a smaller portion of the city? If so, how would you facilitate this, and what short-and long-term uses would you envision for vacated neighborhoods?

The city needs a Master Plan that engages citizens and reveals the honest truth of our decline in population. We must have open public discourse concerning land management and agree on new visions for this tremendous asset so that we can "right size" our budget to provide quality city services and govern effectively and efficiently.

The City's Planning and Development Department estimates that one-third of the city's approximate 140 square miles is now vacant, and the tax base to provide the breadth and depth of city services to this outdated footprint no longer exists. This current configuration is at the root of the deplorable record of city services and continually erodes the quality of life in neighborhood communities.

In 2006, an international exhibit "Shrinking Cities" came to the new MOCAD – Detroit gallery and Cranbrook with wonderful ideas for transforming the city into an ecologically balanced, beautified and working entity.

We already have internationally- renowned urban gardening movement from the grassroots level in Detroit. Land is an invaluable asset. Its value can only be enhanced, if it is given over to nature, to farms, to beautification, to open space, and to economic uses such as alternative energies.

It does not mean that we evict senior citizens from their homes, but we need to rethink whether or not it makes sense to 'permit' every new scattered housing development, despite the concentration of people, to sustain quality retail amenities and basic city services in the neighborhoods.

If we continue to fail, we may end up with new "zero density" zones where little code enforcement and no physical infrastructure maintenance occur.

9. Do you support the agreement the Cockrel Administration negotiated to transfer the ownership and operation of Cobo Hall to a regional authority? If not, how would you propose to finance the expansion and operation of a convention center that costs Detroit \$20 million annually to support?
I support a regional authority for Cobo Hall. The current city council has no authority or credibility to negotiate a better deal. The governance structure or the preference issue associated with the Cockrel deal is not in the best interest of the city.

10. How important is it to you to improve relations between the city of Detroit and the rest of the metropolitan region?
It will be one of my highest priorities once elected to the City Council.

11. How can the city provide better bus service?
Short term - mechanical issues such as the lack of parts to fix the D-Dot buses need to be addressed. We do not have enough "rolling stock" available for drivers. We are spending 90 million dollars on a system that is dysfunctional; the Smart system is also losing money.

The long-term answer is clearly mass transit and a merger of D-DOT and Smart to create a tri-county bus system that will eventually support a mass transit system. There also needs to be a new way of funding the system (possibly a regional transportation tax).

12. Which if any of the city's assets should be put up for sale to raise revenues or reduce expenses? How would you evaluate proposal to sell any such asset?

We must adopt a realistic balanced budget with no structural deficits that will have some cost savings to chip away at the \$300-\$400 million deficit.

First, we must recognize that the deficit was not created in a year and will not be eliminated in a year. There should be a 5-year plan to eliminate that deficit. Stop the bleeding is job one. The deficit should not be balanced solely on the backs of city workers.

Secondly, all city assets should be prioritized and subject to discussion in order to save essential services and jobs. Rightsizing the city of Detroit's urban footprint boils down to this:

What services and facilities add the least value to the city, relative to their cost?

Finally, the Windsor/Detroit Tunnel deal should be put on the front burner as a discussion point for helping to eliminate a portion of the deficit (\$66-\$70 Million).

13. Is it a good idea for the city to raise money by selling for an up-front cash payment its revenue from such sources as public parking or Detroit-Windsor tunnel tolls?

Detroiters through their City Council representatives must make the hard decisions as to what city services we can afford and which services we cannot afford. If we do not a state appointed receiver could be making those choices for us as early as 2010. Therefore, all options must be placed on the table and a thorough and frank discussion takes place as to how we move our city forward.