



CCI SEEKS A MAYOR FOR ATLANTA

The Center for Civic Innovation works to inform, engage, connect, and empower people to shape the future of Atlanta. We believe local government works for the people and that their voices should be vital in the vision and development of our city. Government should be responsive but not reactionary; it should be open and easy to access; and above all, it should be people-driven.

Many Atlanta communities are changing rapidly, causing tension in many neighborhoods and serious worries that Atlanta will no longer be “Atlanta.” We are a city with an interesting history from our role in the Civil War, a home of the Civil Rights movement, and the birthplace of American icons like Coca-Cola or OutKast - yet from big fires to big developments we are known as a city of change.

We sent the following “dream job” description along with a few questions to all candidates for Mayor of Atlanta on August 7th, 2017. Here are the answers we have so far! Keep checking back for additions and updates.

MEET THE CANDIDATES

[Peter Aman](#)
[Rohit Ammanamanchi](#)
[Keisha Lance Bottoms](#)
[John Eaves](#)
Vincent Fort
[Kwanza Hall](#)
Carl A. Jackson

Laban King
[Ceasar Mitchell](#)
Mary Norwood
[Michael Sterling](#)
[Cathy Woolard](#)
Glenn S. Wrightson



JOB APPLICATION: MAYOR FOR ATLANTA



Peter Aman

PAST POSITION:

City of Atlanta Chief Operating Officer

QUALIFIED TO GOVERN

Q: What do you think is the most important role of the mayor?

A: The mayor must be the chief executive of the city, setting the vision and working with City Council, the public, and other stakeholders to ensure Atlanta remains a beacon – regionally, nationally, and globally. He or she must bring the private, public, and civic sectors together with the neighborhoods to get things done. I have a track record of visionary leadership and execution. I have the requisite skill set to find the win-wins. That’s how we advance Atlanta – together.

Q: Please describe, in sufficient detail, one professional accomplishment or contribution of which you are most proud. These examples should illustrate skills and capabilities you think apply to governing the City of Atlanta.

A: At the start of my time as COO in 2010, Atlanta faced a number of operational and financial challenges. One of the largest was a significant gap between revenue and expenses for that year and the next, at a minimum, along with services still hobbled by the recession. Through careful work listening to stakeholders and setting clear priorities and goals – such as youth development and public safety – we were able to make a series of quick important changes. We determined we could save funds in certain departments and areas by reworking management layers, improving efficiency, and by better holding managers accountable. By saving in some areas we were able to invest in other areas; we re-opened fire stations that were closed on a rotating basis (brownouts), we re-opened the pools for the summer, and we improved 9-1-1 response times.

Q: Please list or describe no more than 3 current and past activities you participated in as a private citizen (not an elected official) in which you have acquired skills and perspectives that will make you a stronger mayor. Include your role in the activity and the year(s) in which you were involved.

A: In 2014, I was a founding board chair of a non-profit working to make homelessness “rare and brief.” As mayor, I’ll further support permanent supportive housing. Then we can stabilize situations and most effectively implement job, rehab, and re-entry programs. In 2003, I helped found the Atlanta Police Foundation. We found ways to help our officers receive more training and address resource scarcity, including re-establishing the mounted patrol. And we were able to invest heavily in education scholarships for employees and started programs to help make living in the city more affordable for officers. As a founding board member of the Westside Future Fund, in 2015, I led the discussion to fight against displacement and proposed, in our very first meeting, the idea of a fund to pay increasing property taxes of residents so they could stay in their homes. These experiences have affirmed my belief that we must do more to address those suffering, those in need.

CULTURE FIT

Q: What does it mean to be an Atlantan/ATLien in 140 characters or less?

A: To be an ATLien means you are always evolving while staying true to what makes this city great.

Q: What is a new slogan for our city that could unite Atlantans and highlight who we are as a people?

A: Believe in the A. My campaign slogan has been “Believe in the A,” because when we believe in this city, and in each other, no one else can hold a candle to Atlanta. “Believe in the A” is about the hope that built this city, the ties that bind us, and the future we will achieve, together.

DEMONSTRATES PEOPLE-CENTERED APPROACHES

Q: The City of Atlanta currently owns several hundred surplus properties that could be redeveloped. In deciding what to do with these properties, what is the role of community input and when should it take place?

A: I have been a management consultant for the past 25 years, working with complex companies and organizations and advising them through significant challenges and opportunities. Over the course of my career, I’ve learned the best way to effect long-lasting change is to do it collaboratively. Collaborative leadership has always been my approach – in the private sector, as the city’s COO, as a non-profit board chair, and as a father and

husband. It's also how I will lead as mayor. As mayor, I am inclined to form a task force whose job it is to present the city's best options with regards to development. If after assessing the situation, it is clear the task force is the appropriate tool, I commit to include stakeholders from the community. This is the case whether we are talking about this issue, or revitalizing neighborhoods, or expanding parks, or anything else. I want the best ideas to out, whether they come from me or not, and whether I get the credit or not.

Q: The NPU system was envisioned as a place for communities to engage with development in their neighborhoods. How would your administration support the existing NPU system or seek to change it?

A: The NPU system, as originally designed by Mayor Maynard Jackson, is not what it used to be. Over time, for a number of reasons, it has lost its clout. I am committed to re-invigorating this invaluable mouthpiece for our communities. To give one example, there should be more than one way to take part. If we use technology to post more information about the meetings online, it gives local residents who are not in attendance the chance to still keep up with events that so directly affect them. Additionally, the NPUs need more staff support from city hall; I will make that happen. More broadly, I want the mayor's office to be intentional about engagement so that people feel consulted and not just informed of the major decisions going on around them. If elected, I will make sure that you and your community have a voice.

PROACTIVE & RELENTLESS RELATIONSHIP-BUILDER

Q: Give an example of a time when you had to collaborate with many people and/or organizations, especially those who may not hold the same views as you do.

A: As the city's Chief Operating Officer in 2010–2011, I helped set the mayor's priorities as we worked to rebuild the city following the Great Recession. This included addressing the city's unfunded pension liability and creating fiscally responsible annual budgets. Obviously, everyone has a stake in where and how we spend city dollars. But the group I interacted with most immediately with City Council and the employee unions. I was on the side that had to take everyone's position into account. I had to work with dueling personalities and differing interests, and come out on the other side with compromises. My opponents have only been on the other side. They have been a part of the budget process, but not the side that is ultimately held to the greatest account. My possession of that invaluable experience is worth remembering on election day. Pension reform passed Council unanimously and had the support of all the major employee unions.

Q: Using an example of one major Atlanta issue you would tackle with a collaborative approach, how would you build relationships across the city and region with other governments, private enterprises, or organizations to effect change in our city?

A: I plan to be the "Education Mayor," and I'm willing to stake my second term on whether I can help deliver results and remove the siloes holding us back. My focus is on three

areas: Early childhood, K-12, and work readiness. As mayor, I will put us on a track to build a means-tested, high-quality program for every child in the city under the age of four. In the Atlanta I envision, every child shows up to Kindergarten with the same chance to succeed. The city will lead the way, but we need others to help build the classrooms and collaborative financing to fully realize that dream. I will dedicate staff to APS, and I will regularly meet with the Superintendent. If we act as a team, we can leverage city resources to help improve our schools. Finally, I want to see job training programs like Westside Works and Families First multiplied by as much as ten times. The model is there. We just need to scale it. But we can't get there without foundations, non-profits, and others stepping up.

STRONG INTEREST IN TRANSPARENCY

Q: What level of openness and transparency should the citizens of Atlanta expect from city government under your leadership?

A: People can expect me to do what I have always done: Hold myself and the people around me to the highest ethical standards. It's the bedrock of my platform. You deserve a government you can trust, a city you can believe in. These aren't sound bites. I've walked the walk on this issue. As COO, I became aware of individuals violating the procurement code. I had it investigated, terminated people, gave the whistleblower their job back, and issued a statement condemning their actions. It's unfortunate to relieve someone of their job, but not when they're breaking the rules. It sent a clear signal to their peers about right and wrong, and a signal to the public about how Atlanta would conduct itself. Prior to that, in my time at Bain and Co., I spent seven years re-building my firm's global ethics policy and received the company's highest award for doing so. As mayor, I will initiate a series of reforms to ensure citizens can see who is really getting their tax dollars.

Q: Please describe any policies, programs, or ideas you are considering to increase the transparency of city government.

A: It starts from the top. I will personally train all city employees on updated ethics procedures. I will expect employees who see something going wrong to report it. I will use smartphones, open-door policies, and third-party surveys to give people the chance to speak out. Second is making it easier and fairer to do business with the city. We will continue our EBO and DBE programs and do more to make sure people are winning on merit, not relationships. We will look at a lottery-based system to decide tied bids. I will partner with counties and other agencies to standardize procedures and make things simpler everywhere. We must prioritize transparency. All emergency procurements will face stringent audits. City payments and city contracts will be open to the public and searchable online. We will also explore recording bid-related meetings between vendors and city officials. You deserve an ethical, transparent, and responsive City Hall you can brag to your friends and family about.

JOB APPLICATION: MAYOR FOR ATLANTA

PHOTO COMING SOON

Rohit Ammanamanchi

PAST POSITION:

Recent Georgia Tech Civil
Engineering Graduate

QUALIFIED TO GOVERN

Q: What do you think is the most important role of the mayor?

A: To provide a bold and realistic vision for the city that prepares us for the future and solves the problems of the present. To provide the leadership and expertise which makes the vision possible, and inspires all our people to play their part. Specifically of the next mayor of Atlanta: To save us from the decades of neglect which has caused every facet of city responsibility to fall into a state of failure.

Q: Please describe, in sufficient detail, one professional accomplishment or contribution of which you are most proud. These examples should illustrate skills and capabilities you think apply to governing the City of Atlanta.

A: Easily my involvement in STAR at Georgia Tech. STAR (Students' Temporary Assistance and Resources) is a student group that works to connect burdening students with the resources available on campus. In 2015, I piloted a program to temporarily house homeless students at Tech, when GT Housing was considering the program but stuck at liability issues. I used my knowledge of department resources and protocol to find solutions to their last remaining roadblocks and helped them launch this program.

Q: Please list or describe no more than 3 current and past activities you participated in as a private citizen (not an elected official) in which you have acquired skills and perspectives that will make you a stronger mayor. Include your role in the activity and the year(s) in which you were involved.

A: Cycle Atlanta: My Master's project was to analyze and visualize Cycle Atlanta data to help planners and officials make more informed decisions about bicycle infrastructure. Through this process I learned a LOT about cycling habits throughout the city and helped develop the GT Master Bike Plan and the Cycle Atlanta Plan. I also learned a bit about how inadequate most parts of the City government are, and how just a few powerhouse individuals are holding the ship together. MARTA Army: I helped launch the MARTA Army, which organized volunteer efforts to help improve transit experience in Atlanta. Here, I towed the sign printing equipment all around the Atlanta area from East Point to Roswell (yes they're both outside Atlanta, just wanted depict the range), and got a feeling for what people like about where they live and what they are missing. Resilient Atlanta, which I'll explain in a later question.

CULTURE FIT

Q: What does it mean to be an Atlantan/ATLien in 140 characters or less?

A: To be an Atlantan is to be a unique individual of the most diverse community in the South, and still stand in solidarity through tough times

Q: What is a new slogan for our city that could unite Atlantans and highlight who we are as a people?

A: A city too diverse for one slogan.

DEMONSTRATES PEOPLE-CENTERED APPROACHES

Q: The City of Atlanta currently owns several hundred surplus properties that could be redeveloped. In deciding what to do with these properties, what is the role of community input and when should it take place?

A: Neighborhood master plans would be given political weight. Desires for development and repair indicated by the neighborhood would be prioritized over all other development. Many of these extra parcels desperately need housing developed on them, but that isn't the only widespread need in Atlanta. We can use this opportunity to encourage grocery stores, urban gardens, and local restaurants which would not only relieve the food desert issue, but also provide employment and boost the local economy. Many neighborhoods from Lakewood to Buckhead have already gotten together and came up with what they want to see in their neighborhood, so there is no reason that these visions should not become a reality (within the realm of physical feasibility and sensibility of course). This is the case

whether we are talking about this issue, or revitalizing neighborhoods, or expanding parks, or anything else. I want the best ideas to out, whether they come from me or not, and whether I get the credit or not.

Q: The NPU system was envisioned as a place for communities to engage with development in their neighborhoods. How would your administration support the existing NPU system or seek to change it?

A: Drawing inspiration from the “Nextdoor” app, I would redesign the NPU system to have overlapping boundaries, so that your input can be heard in all of the neighborhoods that are near to you and affect you, not just your own. Additionally, I would be clear about which meetings are on which day, organizing the dates such that each NPU Meeting is on a different day of the month so that I, or anyone, could go to any meeting, and it wouldn’t conflict with another NPU’s meeting. Most importantly, the NPU meeting would be broadcasted live on Facebook and Twitter, with notices posted on Nextdoor, Reddit, and of course the city’s site which I plan to get back in full working order.

PROACTIVE & RELENTLESS RELATIONSHIP-BUILDER

Q: Give an example of a time when you had to collaborate with many people and/or organizations, especially those who may not hold the same views as you do.

A: I took part in the Resilient Atlanta working group for increasing transportation mobility, but this means different things to different people. I focused in improving connectivity for walkers, cyclists, and transit-riders, but this doesn’t usually go over well in Atlanta, a city where 92% of trips are made in a car. Some folks want to know what can be done to make their drive better. So I used a perspective that highlights how better infrastructure for other modes would actually improve trips made by car. I emphasized that new infrastructure for cyclists would be built separated from the roadway instead of taking a travel lane, and parking lot owners could be incentivized to redesign their lots to provide travel ways and amenities for cyclists and pedestrians without losing much parking. I used empathy to understand the needs of all the stakeholders I could think of, even those not present in the working group, to suggest policy that makes Atlanta better for all, not just

Q: Using an example of one major Atlanta issue you would tackle with a collaborative approach, how would you build relationships across the city and region with other governments, private enterprises, or organizations to effect change in our city?

A: To accelerate infill development and new infrastructure, I will employ strategic Public-Private Partnerships for innovative funding and operating mechanisms. For example, there is a light rail line that I want to build that would use abandoned railways to connect Atlantic Station and Amtrak to the MARTA rail line through Armour Station. Obviously there will be many interested stakeholders, including those who could match public funding. Along with those mentioned before, Industries at Armour, the Beltline, and even neighborhood residents would be invited to contribute to the design and pitch in towards the funding

of their station. On my side, I would have to pitch a convincing argument as to why each entity would benefit from this improvement, and how their money would be spent.

STRONG INTEREST IN TRANSPARENCY

Q: What level of openness and transparency should the citizens of Atlanta expect from city government under your leadership?

A: I can't stress enough how much of a revolution my administration would be in the area of transparency, accountability, ethics, etc. In the first 100 days, I would move all public documents onto a publicly viewable Google Drive, because as a millennial, the only "request for information" I want is a google search. Also, when I search for something, I want the absolute most up-to-date information possible, which is why I want the Documents that come up in search to be the actual documents that our officials are working on. With all public-facing city operations happening on Google Drive, you could get information that is up-to-date to the minute, AND you could post comments and interact with officials in real-time.

Q: Please describe any policies, programs, or ideas you are considering to increase the transparency of city government.

A: Use of Google Drive for all accounting, budgeting, and contract submissions for ultimate transparency. The people are demanding to know what is going on behind the curtain. With Google Drive, anyone can find out whatever they want to know about the government's current status in real-time, just as easy as searching for something on Google. Use of social media for public communications with elected officials for immediate accountability. This way, anyone can see who asked a question, who responded, what they said, and of course which elected officials are not being responsive. Clearly, this system would allow the people to have an unprecedented level of involvement in city operations and accountability of city officials. This is just as it should be, as city officials are supposed to be representatives of the people with specific skills, not a group of politicians lying and acting in their own interests.

JOB APPLICATION: MAYOR FOR ATLANTA



Keisha Lance Bottoms

PAST POSITION:

City of Atlanta Council Member

QUALIFIED TO GOVERN

Q: What do you think is the most important role of the mayor?

A: The most important role of the Mayor is to work with communities and stakeholders to set the priorities for the city of Atlanta and then provide management, direction, and leadership to ensure that they are implemented.

Q: Please describe, in sufficient detail, one professional accomplishment or contribution of which you are most proud. These examples should illustrate skills and capabilities you think apply to governing the City of Atlanta.

A: As Executive Director of the City of Atlanta and Fulton County Recreation Authority, I am most proud to have led our Board in requiring Zoo Atlanta to provide summer camp scholarships for children in underserved communities across Atlanta. As I lead the organization in facilitating multi-million dollar transactions, I remained ever mindful of the wants and needs of families throughout Atlanta. As Mayor, it will be imperative to never lose sight of the most vulnerable, and to provide a voice for them whenever I have a seat at the table.

Q: Please list or describe no more than 3 current and past activities you participated in as a private citizen (not an elected official) in which you have acquired skills and perspectives that will make you a stronger mayor. Include your role in the activity and the year(s) in which you were involved.

A: Regency Park and Guilford Home Owners Association: Vice President/Member 1995-2005; 2005-2009 The Childrens School, Board Member: 2011 - 2016 Ben Hill United Methodist Church; Trustee 2005-2009

CULTURE FIT

Q: What does it mean to be an Atlantan/ATLien in 140 characters or less?

A: Being an ATLien means owning the challenges and spinning them into opportunities.

Q: What is a new slogan for our city that could unite Atlantans and highlight who we are as a people?

A: The City where impossible dreams still take form.

DEMONSTRATES PEOPLE-CENTERED APPROACHES

Q: The City of Atlanta currently owns several hundred surplus properties that could be redeveloped. In deciding what to do with these properties, what is the role of community input and when should it take place?

A: Community input should take place immediately and be an important piece in determining how best to leverage these properties for the benefit of people throughout Atlanta. This is the case whether we are talking about this issue, or revitalizing neighborhoods, or expanding parks, or anything else. I want the best ideas to out, whether they come from me or not, and whether I get the credit or not.

Q: The NPU system was envisioned as a place for communities to engage with development in their neighborhoods. How would your administration support the existing NPU system or seek to change it?

A: My administration will continue to support the NPU system and work with people across Atlanta to be evaluate and determine what, if any changes, are needed to the current structure.

PROACTIVE & RELENTLESS RELATIONSHIP-BUILDER

Q: Give an example of a time when you had to collaborate with many people and/or organizations, especially those who may not hold the same views as you do.

A: Leading the sale of Turner Field to Georgia State University is the best example of my ability to collaborate with multiple stakeholders. As head of AFCRA, I was charged with managing a complex financial transaction with the redevelopment team lead by GSU/Carter, while also negotiating the exit of the Braves, addressing the concerns of community members and government stakeholders.

Q: Using an example of one major Atlanta issue you would tackle with a collaborative approach, how would you build relationships across the city and region with other governments, private enterprises, or organizations to effect change in our city?

A: I will appoint a Director of Education to help tackle issues regarding education in our city. Having a full time cabinet level person working alongside me to address education will send a strong message to all of our partners of the importance my administration places on this issue.

STRONG INTEREST IN TRANSPARENCY

Q: What level of openness and transparency should the citizens of Atlanta expect from city government under your leadership?

A: Citizens should expect the highest level of openness and transparency from city government under my leadership.

Q: Please describe any policies, programs, or ideas you are considering to increase the transparency of city government.

A: I will convene a Commission to evaluate and provide recommendations as to how better improve transparency from the City of Atlanta.vsv

JOB APPLICATION: MAYOR FOR ATLANTA



John Eaves

PAST POSITION:

Fulton County Commissioner

QUALIFIED TO GOVERN

Q: What do you think is the most important role of the mayor?

A: The mayor must be THE LEADER of the city and all its people. The mayor cannot be a bully; he must be firm, yet compassionate. I will lead a city that is compassionate and prosperous; with a government that is trustworthy, values community, promotes safety, and operates efficiently and effectively.

Q: Please describe, in sufficient detail, one professional accomplishment or contribution of which you are most proud. These examples should illustrate skills and capabilities you think apply to governing the City of Atlanta.

A: Becoming the Regional Director for the Peace Corps was an accomplishment of which I remain most proud. In that role, and my time with the Peace Corps, I traveled to dozens of countries and learned how our differences are not our weaknesses--but our strengths. As we build Atlanta into a 21st Century City, I will take those unification skills to bridge gaps and different communities into "one Atlanta" working together so that we truly can prosper and leave no one behind along the journey.

Q: Please list or describe no more than 3 current and past activities you participated in as a private citizen (not an elected official) in which you have acquired skills and perspectives that will make you a stronger mayor. Include your role in the activity and the year(s) in which you were involved.

A: German Marshall Fund; 2001 to present; American Fellow (Alumnus): The GMF strengthens transatlantic cooperation on regional, national, and global challenges and opportunities in the spirit of the Marshall Plan. The skills I acquired in research & analysis, plus establishing

lifelong international relationships will help grow Atlanta economically, socially and culturally. The Temple; 2016 to present; Social Justice Action Committee: I am a longtime member of this Synagogue. My volunteering with the Social Action Committee has already come in handy; it gave me spiritual guidance to establish the Fulton County Inter-Faith Council. Morehouse College; Class of 1984; Alumnus: As a "Morehouse Man" since 1984, I've spent much of my time ensuring the training of young men never be diminished. As an alum, I remain active in supporting the College and students. In doing so, I recently helped establish the first Pre-Exposure Prophylaxis (PrEP) center at Morehouse to fight HIV and AIDS.

CULTURE FIT

Q: What does it mean to be an Atlantan/ATLien in 140 characters or less?

A: An ATLANTAN is one who believes in freedom; economic, environmental and social justice; prosperity; faithfulness; has compassion and cares.

Q: What is a new slogan for our city that could unite Atlantans and highlight who we are as a people?

A: "Atlanta Cares: Yesterday, Today, Tomorrow" This would tie our city to its greatest moniker of our past: "too busy to hate," and connect us to today and our future in that same spirit!

DEMONSTRATES PEOPLE-CENTERED APPROACHES

Q: The City of Atlanta currently owns several hundred surplus properties that could be redeveloped. In deciding what to do with these properties, what is the role of community input and when should it take place?

A: The COMMUNITY should have a say in every step of decision making--because the properties BELONG TO THEM. Now, depending on the types of properties, I would put a laser focus on establishing more affordable housing stock. Atlanta's prosperity risks pricing-out many who want to own a home in the city. We must work hard to attract investment but remain vigilant against forcing out the city's middle-class and underemployed citizens through gentrification. As Atlanta's next mayor you can count on me to build a city in which firefighters, police officers, teachers and others can afford to live. As Fulton County Chairman, I began this by pushing through a 2017 PROPERTY TAX ASSESSMENT FREEZE in June, freezing assessments at 2016 levels to provide relief to thousands of homeowners. And as mayor, I will work even harder to provide more creative homestead exemptions to guard against people being forced out of their homes as neighborhoods' values change and their demographic characteristics.

Q: The NPU system was envisioned as a place for communities to engage with development in their neighborhoods. How would your administration support the existing NPU system or seek to change it?

A: The NPU system has provided great service to the city. But it is time to look at updating it and rooting out inconsistencies to make sure the feedback provided represents the entire community. We should look at incorporating modern technology to get greater participation. We need developers and residents to work on the front-end to ensure developments are a win for everyone. Georgia Tech researchers revealed: “engagement needs of the city during urban renewal when the NPUs were created have shifted. Now land development is on the backburner and vacant housing, crime, and redevelopment are at the forefront of citizen’s concerns.” Understanding this, as mayor, I will launch a 100-day “Listening Tour” of neighborhoods to learn the benefits and challenges each of our diverse neighborhoods face. Then, we’ll implement a neighborhood-mobilization plan bringing all neighborhoods to quality standards—to include access to better transportation; retail; affordable housing and quality schools.

PROACTIVE & RELENTLESS RELATIONSHIP-BUILDER

Q: Give an example of a time when you had to collaborate with many people and/or organizations, especially those who may not hold the same views as you do.

A: With a humble heart, I can proudly say that John Eaves is the only collaborator in the race for mayor. Upon taking office as Chairman of Fulton County 10 years ago, the county was divided: divided by race, political I.D., geography, (North vs South). After working with 15 cities with a diverse population of one million residents, Fulton is now more unified than ever before. I established the Fulton County Mayors Council to bring together leaders of different races, creeds, parties and demographics. It was hard work but I refused to give up. The result? Working together Fulton County is SAFER, HEALTHIER, SMARTER, AND STRONGER ECONOMICALLY. The coalition I led saw us invest a half-billion dollars in Grady Hospital; \$276 million renovating and building new libraries in every neighborhood: rich, poor, black and white; surplus budgets with excess of \$100 million in reserves annually; and we passed the boldest transportation plan (\$655 million T-SPLIST) in the history of the Atlanta Region

Q: Using an example of one major Atlanta issue you would tackle with a collaborative approach, how would you build relationships across the city and region with other governments, private enterprises, or organizations to effect change in our city?

A: As noted in the previous answer, we have done much by working together. But if there is one issue that we must set apart above others for future collaboration it is TRANSPORTATION. As mayor, I will use the same collaborating skill set I brought to Fulton County as Chairman to achieve the successes listed above. I believe we must communicate with each other: local, state and federal agencies, I have done it and will continue to. The City won’t grow if people spend all their time stuck in traffic. We cannot prosper unless we can move people and goods throughout the city efficiently and effectively. The first order

of business is to eliminate gridlock and improve our transportation system. The Eaves Administration will invest in roads and bridges; add bicycle lanes and sidewalks; and of course, support MARTA's continued expansion both inside the city and throughout the Atlanta Region. We will not wait until the next overpass collapses to act. "A stitch in time saves nine"—and saves lives.

STRONG INTEREST IN TRANSPARENCY

Q: What level of openness and transparency should the citizens of Atlanta expect from city government under your leadership?

A: The same openness I gave them as Chairman of Fulton County the past ten years. Fulton has become the role model nationwide. We were recently named the best county in the nation for transparency and ethics in government, by the National Association of Counties (NACo). There has been ZERO corruption or scandal in Fulton County. The city I lead will have a culture at which everyone knows we value the public trust and one where we will work every day to ensure we maintain it. The tone is set at the top, and in the spirit of transparency, as mayor, I will annually disclose all sources of income and release my tax returns. I will urge all elected officials to do the same.

Q: Please describe any policies, programs, or ideas you are considering to increase the transparency of city government.

A: As mayor on Day ONE, I will empanel a Mayor's Commission on E.T.H.I.C.S. (Ethics, Transparency, Honesty in City Services) to begin a complete review of policies and procedures to end the taint of corruption on City Hall which will include EVERY department or division in the City Government. We will put in place best practices of openness and root out any scent of impropriety. Further, we will post city financial records and contacts on a portal to allow public access in a simple, clear way. I will create regular opportunities for residents to bring their issues to staff and me.

JOB APPLICATION: MAYOR FOR ATLANTA



Kwanza Hall

PAST POSITION:

City Council Member for District 2

QUALIFIED TO GOVERN

Q: What do you think is the most important role of the mayor?

A: I believe the most important role of the mayor is to represent the constituents of the City of Atlanta. This is done by setting direction and expectations within the city government, representing the interests of the City at the regional, state, national and international level. That's why I'm committed to be "Everybody's Mayor."

Q: Please describe, in sufficient detail, one professional accomplishment or contribution of which you are most proud. These examples should illustrate skills and capabilities you think apply to governing the City of Atlanta.

A: In January 2012, I declared the "Year of Boulevard" and rallied residents and friends of the neighborhood to turn their attention to the children, families, and seniors of the Boulevard corridor, which is home to the highest concentration of poverty in the southeastern United States. Year of Boulevard (YoBoulevard!) introduced Atlantans to people in a part of the city long ignored. I sought to put a spotlight on an issue of citywide concern: Atlanta has been great at building buildings but not so great at building people. In the first year alone, we opened a local police mini-precinct to improve public safety; raised tens of thousands of dollars to support local after-school programs and summer camps; opened a new off-leash dog park; and partnered with the Atlanta Hawks to restore long-neglected basketball courts. In the years since, we have worked together to open a new playground and a second dog park and established a resident-run food co-op.

Q: Please list or describe no more than 3 current and past activities you participated in as a private citizen (not an elected official) in which you have acquired skills and perspectives that will make you a stronger mayor. Include your role in the activity and the year(s) in which you were involved.

A: The German Marshall Memorial Fellowship focuses on building and maintaining relationships to bridge the transatlantic gap. Through this program I had the opportunity to travel extensively and get to know myself and those I was traveling with on a deeper level. I studied several areas: transportation, urban studies, public/green spaces and historic preservation. I had the opportunity to see some of the best practices in each of these areas and bring them to Atlanta. I found that even when we are in disagreement, when there is trust and open dialogue, most issues can be solved. I am a graduate of all three: LEAD Atlanta, Leadership Atlanta and Leadership Georgia. Through these programs I had the opportunity to build many relationships with other leaders on all levels whose perspective is valuable to decision-making in the city. I think a good leader has the ability to see issues from multiple angles and perspectives and that the best problem-solving is done through open dialogue.

CULTURE FIT

Q: What does it mean to be an Atlantan/ATLien in 140 characters or less?

A: To be an Atlantan is to believe that anything is possible.

Q: What is a new slogan for our city that could unite Atlantans and highlight who we are as a people?

A: We grow together.

DEMONSTRATES PEOPLE-CENTERED APPROACHES

Q: The City of Atlanta currently owns several hundred surplus properties that could be redeveloped. In deciding what to do with these properties, what is the role of community input and when should it take place?

A: Community input and working with neighborhoods is key, and it is at the core of everything I've done as a Councilmember. As Mayor, I would break them up into quadrants and take the top 10 most likely to be redeveloped in each quadrant and undertake a community-driven planning process.

Q: The NPU system was envisioned as a place for communities to engage with development in their neighborhoods. How would your administration support the existing NPU system or seek to change it?

A: I think the NPUs are a great tool to maintain some level of balance between neighborhood interests and developers and I think they give a path to future city leaders. But they are not a substitute for proactive planning. I would like to see more methods used to create dialogue and seek input in addition to the monthly NPU meetings so we are able to hear from more voices. I would like to see NPUs operate more uniformly, rather than having 25 different sets of rules and bylaws.

PROACTIVE & RELENTLESS RELATIONSHIP-BUILDER

Q: Give an example of a time when you had to collaborate with many people and/or organizations, especially those who may not hold the same views as you do.

A: Everything I do is an example of this! One example that comes to mind is when some of my constituents wanted to tear down Bedford-Pine and start over. My perspective was very different, so I set about creating pathways for these constituents and residents of Bedford-Pine to develop relationships so that they could value each other in a new way.

Q: Using an example of one major Atlanta issue you would tackle with a collaborative approach, how would you build relationships across the city and region with other governments, private enterprises, or organizations to effect change in our city?

A: People love to complain about traffic in our region. I would use my role as Atlanta Mayor to provide leadership and collaboration on regional transportation issues. I would like to support our friends in Clayton County to get the first commuter rail, and I would like to work with our neighbors in Gwinnett and Cobb to join MARTA. I would also like to collaborate with Georgia DOT, the Governor and the business community to bring the multi-modal station to reality.

STRONG INTEREST IN TRANSPARENCY

Q: What level of openness and transparency should the citizens of Atlanta expect from city government under your leadership?

A: My role as Mayor will be to establish the highest standards of ethical conduct and transparent management practices from the Mayor's Office, to all top managers and down to the rank and file employees. We all are involved in delivering the services that our citizens need and deserve and we are doing that with their money. Honesty and transparency will be hallmarks of my administration and wrongdoers will find themselves at the receiving end of swift justice.

Q: Please describe any policies, programs, or ideas you are considering to increase the transparency of city government.

A: I would like to see more information easily accessible online. A great deal of information is online, but it can be cumbersome to find, especially if you don't know the legislative system. I would also like to see 311 continue to evolve into a first-class customer service organization. As I mentioned above, I would like to utilize more methods in addition to in-person NPU meetings to seek input from and dialogue with our residents.

JOB APPLICATION: MAYOR FOR ATLANTA



Ceasar Mitchell

PAST POSITION:

Current Atlanta City Council President, Former Chair of Public Safety Committee, Former member of Atlanta's City Budget Commission.

QUALIFIED TO GOVERN

Q: What do you think is the most important role of the mayor?

A: The most important role of the Office of Mayor is to act in the best interest of and work on behalf of the city and all of its residents. Essentially, the Mayor is the chief employee of the city and residents are the employers. I am a direct beneficiary of all the greatness this city has to offer, and as Mayor, it will be my job and highest honor to serve all of the residents of Atlanta and create opportunities for all Atlantans to take advantage of all the great things this city has to offer.

Q: Please describe, in sufficient detail, one professional accomplishment or contribution of which you are most proud. These examples should illustrate skills and capabilities you think apply to governing the City of Atlanta.

A: The professional accomplishment I am proudest of is creating 4 of the city's 10 Tax Allocation Districts (TADs). The purpose of the TADs are to use property tax dollars to fund revitalization efforts in underdeveloped neighborhoods and to promote development in areas of the city that are targeted for increased investment. The TADs were necessary because until then, most of the city's development efforts were focused on areas north of I-20, neglecting areas such as West End, where I have lived for over 20 years. I purposely created TADs in areas such as Campbellton Road, Howell/MLK, Metropolitan Parkway, and the stadium neighborhoods because I wanted to ensure that all quadrants of the city had the opportunity to grow and thrive with our city.

Q: Please list or describe no more than 3 current and past activities you participated in as a private citizen (not an elected official) in which you have acquired skills and perspectives that will make you a stronger mayor. Include your role in the activity and the year(s) in which you were involved.

A: 1. Commercial Real Estate and Finance Attorney with DLA Piper LLC. Practicing law with the second largest global law firm in the world has provided me with knowledge and expertise to create tools such as tax increment financing and abatement bonds to be used as the public sector's methods of bolstering development while simultaneously supporting critical objectives such as community revitalization, job growth, and affordable housing.
2. Alum of the Henry Crown Fellow Program with the Aspen Global Leadership Network. Participating in the Henry Crown Fellow Program provided me access to a global network of leaders that I can collaborate and share best practices to help solve many of Atlanta's most pressing issues in an innovate way.
3. Former President of the Gate City Bar. My participation in the Gate City Bar gave me access to civic and community level engagement in the City of Atlanta and provide me with a holistic view of what communities need to grow and thrive.

CULTURE FIT

Q: What does it mean to be an Atlantan/ATLien in 140 characters or less?

A: To be an ATLien is to be resilient in any situation, to thrive in any circumstance, and to be victorious in the face of any adversity.

Q: What is a new slogan for our city that could unite Atlantans and highlight who we are as a people?

A: As Mayor, Ceasar Mitchell will build a more inclusive and prosperous city that works for and includes all Atlantans.

DEMONSTRATES PEOPLE-CENTERED APPROACHES

Q: The City of Atlanta currently owns several hundred surplus properties that could be redeveloped. In deciding what to do with these properties, what is the role of community input and when should it take place?

A: It is extremely important that residents have a say in what is happening in and surrounding their communities. One of the biggest complaints I receive is that residents feel that their government is happening to them instead of working for them. Under my leadership, Council is currently deliberating on legislation to convert nearly 1419 parcels of city-owned property into affordable housing options for residents. It is my belief that residents should have the ultimate decision of what properties can be used and how those properties should be utilized. As Mayor, I will ensure that residents are able to provide input through

public hearings and the NPU process and will be able to participate in developing a plan prior to any final decision of how the property is to be used is decided.

Q: The NPU system was envisioned as a place for communities to engage with development in their neighborhoods. How would your administration support the existing NPU system or seek to change it?

A: A major priority for my administration will be to revise empower our current NPU system. The intended purpose of the NPU system was to ensure that residents could actively participation in city government decisions. However, the system that was once put in place to facilitate community input, has now been compromised and constantly ignored. As Mayor, I will strengthen the system to provide residents with opportunities to actively participate in the city's development plans, disseminate information concerning major functions of city government, and allow residents to express ideas and comment on city plans and proposals.

PROACTIVE & RELENTLESS RELATIONSHIP-BUILDER

Q: Give an example of a time when you had to collaborate with many people and/or organizations, especially those who may not hold the same views as you do.

A: In 2015, payments owed by the city to APS for property used to develop the Beltline became overdue. The Mayor, refused to make any payments because he wanted APS to renegotiate the terms of the existing contract in a way that was more favorable to the city. However, APS refused to change the terms of the contract out of fear of not receiving monies owed. The disagreement led to very public and heated debates, protests, and breakdowns in communication on both sides. While I believed that a new contract was necessary, I knew that the city had to show good faith before asking for a new contract. I worked for months trying to reconcile the strained relationship with the city and APS. Consequently, I introduced controversial legislation requiring the city to pay the debt. As a result, the city eventually paid its debt to APS, both parties executed a mutually beneficial agreement, and now APS now has adopted an affordable housing strategy for the development of all of its properties.

Q: Using an example of one major Atlanta issue you would tackle with a collaborative approach, how would you build relationships across the city and region with other governments, private enterprises, or organizations to effect change in our city?

A: To increase economic opportunities for all residents, I will create a 5-Star Alliance with the city, the business community, labor, institutions of higher learning, and Atlanta Public Schools to elevate the city's workforce development agency into a place where residents can find a career, instead of merely a job. I will reorganize the agency to focus on the job market's current needs and equipping job seekers with the skills to supply those needs. I will incentivize businesses to open, relocate, and expand their operations into the southern region of the city to create more jobs and economic development in that area.

I will offer credits to businesses who hire and retain residents from high unemployment neighborhoods and who utilize the city's workforce development agency to satisfy their labor needs. Lastly, I will work with our school system and labor to create a job readiness programs to prepare students who do not matriculate into college to join our workforce.

STRONG INTEREST IN TRANSPARENCY

Q: What level of openness and transparency should the citizens of Atlanta expect from city government under your leadership?

A: Residents can expect complete openness and transparency under my leadership. In fact, I am not waiting until I am elected Mayor to start, I am leading the fight to create a more transparent, open, and accountable City Hall right now! For example, in 2012, I fought to slow down the vote to award concession contracts for 126 food and beverage vendors and 24 retail vendors at Hartsfield-Jackson Airport, which have now come under heavy scrutiny and is currently under investigation. As Mayor, I will open up our procurement process to make it more transparent and accessible for all those wanting to do business with the city. I am the first elected official and only Mayoral candidate to place their office financial expenditures online for public view. As Mayor, I will extend this practice citywide by placing all city financial expenditures and spending online for public view and inspection free of charge. Residents have a right to know how their tax dollars are being spent.

Q: Please describe any policies, programs, or ideas you are considering to increase the transparency of city government.

A: In addition to placing city financial expenditures online free of charge for public view, I will also bring transparency to the city's contracting and procurement process. As Mayor, I will place all city contracts and vendors online for public inspection to ensure fairness and transparency in the procurement process. I will limit the use of "no bid" contracts to only emergency conditions where there is a threat to the public, health, welfare or safety of residents so that all vendors have the same access and opportunity to participate and be awarded city contracts. Lastly, I will provide monetary rewards in the form of Whistleblower Incentives to encourage individuals to provide information leading to the termination or arrest of individuals engaging in unethical conduct and include a "Zero Tolerance" Retaliation Policy to prevent retribution against employees who expose wrongdoing. As Mayor, I will create the most transparent and ethical City Hall in the history of Atlanta.

JOB APPLICATION: MAYOR FOR ATLANTA



Michael Sterling

PAST POSITION:

Executive Director of Atlanta Workforce Development Agency, Senior Advisor to Mayor of Atlanta, Assistant United States Attorney

QUALIFIED TO GOVERN

Q: What do you think is the most important role of the mayor?

A: The safety and security of every person in the City of Atlanta.

Q: Please describe, in sufficient detail, one professional accomplishment or contribution of which you are most proud. These examples should illustrate skills and capabilities you think apply to governing the City of Atlanta.

A: As an Assistant United States Attorney, in coordination with diverse investigatory agencies, I prosecuted cases related to child pornography and child exploitation, financial fraud, illegal narcotics trafficking, and public corruption. At a time when mitigating corruption for the public good, protecting our citizens from illegal activities, and working with diverse groups for the common good are key to leading Atlanta, my unique experience as an AUSA is something I am most proud to have.

Q: Please list or describe no more than 3 current and past activities you participated in as a private citizen (not an elected official) in which you have acquired skills and perspectives that will make you a stronger mayor. Include your role in the activity and the year(s) in which you were involved.

A: I have served as a mentor in multiple different organizations for youth in our City, including through my fraternity (Kappa Alpha Psi), my college (Morehouse), my law school (Texas Southern), and through my various work experiences. I mentored youth and had the opportunity to provide guidance on professional and personal development. I am a member of Lead Atlanta, Class of 2013. As a Lead Atlanta alum, I have had the opportunity to interact with an extraordinary and diverse populace of City leaders. That opportunity

has provided me with unique perspectives from individuals with extremely diverse backgrounds that work in all areas of private, public and civic life in our City. I have had the opportunity to participate in a leadership dialogue/book club with public school teachers in our City. I served as a leader/moderator for discussion on the 21 Irrefutable Laws of Leadership.

CULTURE FIT

Q: What does it mean to be an Atlantian/ATLien in 140 characters or less?

A: You understand the unique history of Atlanta and want to serve as a good steward in building on its legacy.

Q: What is a new slogan for our city that could unite Atlantians and highlight who we are as a people?

A: A city as good as its promise.

DEMONSTRATES PEOPLE-CENTERED APPROACHES

Q: The City of Atlanta currently owns several hundred surplus properties that could be redeveloped. In deciding what to do with these properties, what is the role of community input and when should it take place?

A: An active role, including, but not limiting to making carefully vetted proposals through neighborhood, community and local business associations; having designee(s) on any RFP process (where legally appropriate); establishing democratically agreed upon pre-conditions w/ accountability metrics for any new development(s); and more where legally appropriate.

Q: The NPU system was envisioned as a place for communities to engage with development in their neighborhoods. How would your administration support the existing NPU system or seek to change it?

A: Participation has waned in our NPU system for many years. In some instances, its due to politicization of people and issues within various NPUs, in some cases its dues to in-fighting, and in other cases, neighbors simply don't believe the decisions they make at the NPU system have any teeth when the recommendations go to City Hall. At the same time, we have seen participation grow in a number of community and neighborhood associations. I would like to consider restructuring the NPU system to empower neighborhood associations and community organizations that are receiving more participation and are more representative of the community's wants and desires.

PROACTIVE & RELENTLESS RELATIONSHIP-BUILDER

Q: Give an example of a time when you had to collaborate with many people and/or organizations, especially those who may not hold the same views as you do.

A: Leading the charge to create the City of Atlanta's first Office of Film and Entertainment. I had to coordinate with industry executives, location managers, union leaders, production and film representatives, and neighborhood leaders. Everyone wanted something different. Through a thoughtful and collaborative approach that provided everyone with the opportunity to give thoughtful and meaningful input into the process, and everyone able to see their contributions reflected in the legislation that was ultimately introduced, we were able to create a Film and Entertainment office that had once alluded the City for many administrations. That office has helped the City continue to grow.

Q: Using an example of one major Atlanta issue you would tackle with a collaborative approach, how would you build relationships across the city and region with other governments, private enterprises, or organizations to effect change in our city?

A: I think that a good example here would be infrastructure and transportation. I would meet with every local Mayor, county commissioners, respective transportation authority executives and board members, state representatives/senators, federal representatives, and private expert interests. We would like at past developed plans, current plans that are in the works - the past successes and the past shortcomings, and based on input we received from the respective authorities, we would put together a plan where everyone could see their ideas and input reflected or a rationed justification for why a particular project/input would not be feasible. It would all be focused on giving everyone an opportunity to play a role in solving a complex challenge that every local, state and federal official in our region cares about - improving our infrastructure and reducing our traffic.

STRONG INTEREST IN TRANSPARENCY

Q: What level of openness and transparency should the citizens of Atlanta expect from city government under your leadership?

A: I am the only candidate in the race that I know of who has actually made a transparency pledge and has developed a 5-point plan to mitigate corruption in government that includes increased transparency.

Q: Please describe any policies, programs, or ideas you are considering to increase the transparency of city government.

A: 1. Require anyone who lobbies the Mayor's Office, city council, and/or city agencies to register as a city lobbyist and require them to regularly file lobbying activity reports with the City of Atlanta Board of Ethics. 2. Put all of the Executive Office checkbook spending online and in an easily searchable format for the public. 3. Use technology to build real time alliances and exchanges between government, citizens, businesses, civic groups and the media increasing accessibility and transparency.

JOB APPLICATION: MAYOR FOR ATLANTA



Cathy Woolard

PAST POSITION:

Atlanta City Council President,
District 6 City Council Member

QUALIFIED TO GOVERN

Q: What do you think is the most important role of the mayor?

A: The most important role of the next Mayor will be to resolve the interconnected problems of transportation infrastructure, housing affordability and income inequality. I have a comprehensive plan to increase affordable housing options, with density focused along expanded transit lines by investing in infrastructure that will attract economic development. And I will partner with our education system to prepare our residents to access new, better paying jobs that come with economic development.

Q: Please describe, in sufficient detail, one professional accomplishment or contribution of which you are most proud. These examples should illustrate skills and capabilities you think apply to governing the City of Atlanta.

A: I introduced and brought to passage the only comprehensive non-discrimination bill in Georgia (at the local or state level) that provides private sector protections in housing, employment and public accommodations. Atlanta's non-discrimination bill has served as a tangible sign of our commitment to equal opportunity for all and has allowed us demonstrate that we are a welcoming city for economic development. More importantly, it has allowed for real improvements in the lives of countless Atlanta residents. In all that I do, I am sure to never lose sight of the human aspect. It is easy to lose sight of that and get bogged down in the abstracts of policy but at the end of the day, it is the people that I am working for and they are who I put front and center in my decisions.

Q: Please list or describe no more than 3 current and past activities you participated in as a private citizen (not an elected official) in which you have acquired skills and perspectives that will make you a stronger mayor. Include your role in the activity and the year(s) in which you were involved.

A: Upon graduating college, my desire to serve others led me to volunteer with the U.S. Peace Corps, from 1980 to 1982. Volunteering in Micronesia, I gained insight into the poverty and accompanying conditions that people all over the world must endure. It is one thing to be aware of this on an intellectual level, but living off of \$7 a day for two years made it much more tangible to me. My extensive experience with policy also prepares me to lead Atlanta as Mayor. Whether fighting for equality with Human Rights Campaign, to protect the environment as Regional Director for League of Conservation Voters, or working to repeal Florida's 'Stand Your Ground' laws, I know what it takes to win sometimes difficult legislative fights in order to bring about real change for people's' lives.

CULTURE FIT

Q: What does it mean to be an Atlantan/ATLien in 140 characters or less?

A: To be an Atlantan means to embrace the cultural elements that make our city unique, and to follow the principles of our civil rights legacy.

Q: What is a new slogan for our city that could unite Atlantans and highlight who we are as a people?

A: "Moving Forward Together" is a slogan that captures the essence of our city. At our best, Atlanta is a city that walks hand-in-hand towards a progressive vision that is inclusive of all residents. This should be our approach to the development and population growth that is on the horizon. We can retain our city's character and ensure no one is pushed out by these imminent changes only with the attention to detail and deliberate, long-term planning that I will bring to the table as Mayor.

DEMONSTRATES PEOPLE-CENTERED APPROACHES

Q: The City of Atlanta currently owns several hundred surplus properties that could be redeveloped. In deciding what to do with these properties, what is the role of community input and when should it take place?

A: In all areas of governance and administration, I believe in following the will of the communities affected. This is especially true regarding decisions of major significance such as redeveloping these surplus properties. It is unacceptable to follow a path that could enrich a handful of stakeholders without benefiting the residents. I will be sure to provide extended opportunities for community input well before beginning any major initiatives in this area. I pledge to always have open channels of communication so that Atlantans can have their voices heard and truly taken to heart. City-owned assets like the

Civic Center site and property owned along the BeltLine should be used to create new affordable housing options by having the private sector to build what we need, or to build housing in partnership with non-profit housing groups or the Atlanta Housing Authority. We should also be securing land in areas of future need so we can continue our growth in a sustainable way.

Q: The NPU system was envisioned as a place for communities to engage with development in their neighborhoods. How would your administration support the existing NPU system or seek to change it?

A: I am a strong believer in the wisdom of local control, because I know that nobody understands the unique dynamics and issues of an area better than those who live there. NPU's are a vitally important mechanism to not only allow communities to have greater control of their neighborhoods, but to provide a check on the city government in times when it might unintentionally harm their interests. NPU's also facilitate a greater degree of communication between government and neighborhoods, allowing a smoother functioning of city administration. I would like to preserve this community feedback system and work to strengthen it by increasing staffing and responsiveness. We should also utilize more technology for those who are unable to make it out to community meetings. These changes will facilitate greater incorporation of community feedback and empower the NPU system to have more of a say in what happens in their neighborhoods.

PROACTIVE & RELENTLESS RELATIONSHIP-BUILDER

Q: Give an example of a time when you had to collaborate with many people and/or organizations, especially those who may not hold the same views as you do.

A: As District 6 City Council-member, Chair of Atlanta's Transportation Committee and City Council President, I brought the Atlanta BeltLine from a creative Master's thesis to implementation, by rallying community support. I held over 90 community meetings listening to residents about their needs and their vision for transit, parks and connectivity. Then I brought along the city, regional and federal agencies and funding needed to make the vision a reality. As Mayor of Atlanta, I will bring people together to get things done. I will leverage the strength of all of our neighborhood, faith, and community groups, as well as public-private partners, private sector investors, corporate leaders and small business owners, philanthropic funders, and federal, state and local agencies to do what is best for our City. I'm confident that I can assemble a diverse team to develop and manage a world-class city and work with that team to bring people together around a common vision to get things done.

Q: Using an example of one major Atlanta issue you would tackle with a collaborative approach, how would you build relationships across the city and region with other governments, private enterprises, or organizations to effect change in our city?

A: Housing affordability is one of our city's most pressing issues and one that requires a

collaborative approach. As Mayor, I will work to get all key players on the same page to address this issue head-on. That includes city and county officials, APS, MARTA, Invest Atlanta, and Atlanta Housing Authority, businesses, the development community, and nonprofits. We can protect long-term residents, especially if we focus density along transit. I have proposed to complete a 40-mile streetcar grid along approved routes within eight years to open up more corridors for residential growth. I will ensure that publicly owned permanent assets like the Civic Center site and property along the Atlanta BeltLine are used to create new affordable housing options. Finally, I will work to update legislation with the General Assembly to give Atlanta the authority to take action on property tax and gentrification related issues.

STRONG INTEREST IN TRANSPARENCY

Q: What level of openness and transparency should the citizens of Atlanta expect from city government under your leadership?

A: Voters can rest assured that I will be our most transparent and accessible Mayor. I will create a culture in City Hall from the top down that focuses on openness, service, and stewardship of public resources. This will include timely responsiveness to open records requests, audits and investigations. City employees will be encouraged to bring any concerns about ethics or the improper use of city resources directly and confidentially to an independent ethics officer. I will work with the Atlanta City Council to ensure that the ethics policies in the operations of our own offices are clear, transparent and up to date. Finally, I will obey the law at all times and will assume complete and total responsibility for all activity and operations at City Hall, rather than trying to pass the buck to a scapegoat.

Q: Please describe any policies, programs, or ideas you are considering to increase the transparency of city government.

A: My commitment to ethics and transparency is more than just campaign rhetoric. We will increase the transparency of public information to world-class professional standards and expand the capacity of our city Auditing Department to perform routine as well as special audits as requested by City Council and the Office of the Mayor. I will completely rebuild our Procurement and Building Permit Departments to ensure state of the art technology, best practice policies and procedures and restore confidence in the ethics and business practices of our city government. Ethics training will be a mandatory and regular requirement for all staff working with and for the City of Atlanta. In addition to this, my office will prioritize providing timely responses to open records requests so the public will never be left in the dark.