



Below is the unedited questionnaire response of:

Alex Wan

City Council President

2017 Candidate Pre-Interview Questionnaire

1. Describe briefly your qualifications for this office. In addition, please identify up to 5 organizations or individuals who are actively supporting your candidacy and why you believe their support is important.

To continue on our upward trajectory, Atlanta needs strong leadership with the education, experience and business acumen to successfully address the many complex challenges we face. I bring a unique blend of skills and experience to the position of Atlanta City Council President: Demonstrated business experience and leadership and an ongoing track record of strong community service, coupled with a studied, collaborative approach to problem solving and leadership. The combination of my Industrial Engineering degree from Georgia Tech and an MBA in Finance from Wharton Business School foster a sound, rational approach to problem solving and a thorough understanding of finances and budgets. As a former owner of a successful small business, I bring the knowledge needed to run local government in a businesslike way. My grassroots involvement in the Atlanta community provides me with familiarity with a broad range of issues at the neighborhood level (Morningside-Lenox Park Association) to broader city-wide matters (Atlanta Development Authority, now Invest Atlanta), as well as addressing issues associated with diversity (Asian American Heritage Foundation), civil rights (Human Rights Campaign), the socio-economically disadvantaged (For the Kid in All of Us), and health/homelessness (Jerusalem House).

Further, my professional experience with a non-profit agency (Jerusalem House) as well as with a research university (Emory University) gives me a deep appreciation of the integral role that these sectors play in the social fabric of a city. I am the only candidate that brings this breadth of perspective – public, private, philanthropic and academic – to the role as a City Council member, which will be helpful in building the coalitions and collaborations needed to take full advantage of the opportunities that lie before us.

Please refer to my attached resume for additional details.

The following organizations/individuals are supporting my candidacy:

Georgia Equality – As the state’s largest advocacy organization for the LGBT community and allies, Georgia Equality’s recent endorsement of me in this race affirms my proven track record of community service and engagement for all diverse stakeholders in the City. They also endorsed my previous two successful City Council campaigns.

Scott Taylor – Scott Taylor is the President and CEO of Carter, a longstanding and committed community developer in Atlanta. Scott is well respected both among business leaders and the communities where Carter has been engaged.

Phil Kent – The former CEO of Turner Broadcasting System and Atlanta resident Phil Kent was one of the most involved executives in Atlanta’s civic community during his tenure, with deep relationships in both the business and non-profit communities.

Victory Fund – Through their endorsement of my candidacy in this race, the national organization Victory Fund will provide campaign, fundraising, and communications support as part of its mission to elect LGBTQ candidates to advance equality. They also endorsed my previous two successful City Council campaigns.

Debbie Skopcynzki – Debbie serves as the chair of Neighborhood Planning Unit F and on the board of the Virginia Highland Civic Association. Her engagement reflects the strong community support I have in the in-town neighborhoods.

2. What is your vision for the City of Atlanta and how would you implement it? Please be specific.

As a candidate for Atlanta City Council President, I share the commitment Atlanta leaders must have to fulfill the collective vision of those who live, work, and play here.

My vision is of an Atlanta building and strengthening ALL communities, so residents feel safe in our neighborhoods and share equally in the city’s growth. We must balance creativity, focus, and investment in all corners of Atlanta to answer the shared challenges of transportation, infrastructure, affordable housing, and quality of life. To do so, we must organize city council’s deliberations in a deliberate, methodical manner that explicitly includes such factors as parity, affordability, and geography.

This vision is of an Atlanta that embraces everyone and values the diversity that makes us so strong. Only by bringing together neighborhoods, businesses, non-profits, educational institutions, and governments for a collaborative dialog can we ensure progress toward our common good. We accomplish this by inviting and regularly convening stakeholders around each of these critical topics to exchange concerns, ideas, and suggestions. We must also maintain the discipline to do it consistently and genuinely, even when the conversation is difficult.

This vision is of an Atlanta growing our economy through business recruitment, retention, and expansion programs. For large enterprises with significant investments and prestige. And for small businesses creating local jobs and stabilizing our commercial corridors. We must commit to creating meaningful career opportunities for all Atlantans and to preparing our workforce for the jobs of tomorrow. As City Council President, I will continue partnering with organizations like Invest Atlanta and business leaders to

identify key initiatives like Economic Opportunity Fund grants and small business loans to spur growth. I will also strengthen relationships with Atlanta Public Schools and neighboring jurisdictions as well as bring in our world class colleges and universities to explore best education practices for job preparedness. And I will continue to challenge WorkSource Atlanta to improve and implement programs that connect and prepare those seeking employment with real, upward moving opportunities.

This vision is of an Atlanta that maintains thoughtful stewardship of our city's financial and human resources, using technology and innovation to deliver city services efficiently. Our decisions should be transparent, data-driven, and mindful of the human experience, keeping our great city operationally sound for generations to come. From quickly getting the seven or more new council members up to speed, to thoughtful committee and chair assignments, and to organizing appropriate forums (work sessions, retreats) for council to thoroughly analyze issues, I will mobilize City Council so that we are prepared and responsive to the challenges at hand and apply these principles in our deliberations.

These tenets guide my continued commitment to Atlanta's bright future as City Council President. I stand ready to move us away from politics as usual, with genuinely collaborative engagement among all of the city's stakeholders.

3. Please identify the three greatest issues or problems facing the City of Atlanta and specifically how you would work to solve them.

The three greatest issues facing Atlanta are (1) the city's infrastructure; (2) our transportation/congestion challenges, and (3) our quality-of-life disparities.

While we have begun making significant investments in our infrastructure through the approval of both the Renew Atlanta infrastructure bond and the half-penny TSPLOST referenda, we still have an estimated half billion dollars in backlogged infrastructure improvements. In addition, we continue to see increasing signs of our aging water and sewer infrastructure through water line leaks, main breaks, and sinkholes. If left unaddressed, these will ultimately hamper our ability to attract, grow, and retain businesses, residents and visitors.

During my two terms on City Council, I have focused on applying fiscal responsibility to ensure that we build as much financial capacity as possible to apply towards these needs. As City Council President, I will work with my colleagues to provide oversight of voter approved referenda dollars, ensuring they are deployed efficiently and managed with maximum transparency and accountability. I will also emphasize committing as many annual budget dollars as possible toward maintenance and repair on both our transportation and water and sewer assets so that we don't fall further behind.

We must continue working toward solutions to our region's traffic and transportation problems, which will only worsen as our population – and the number of people who work in and visit Atlanta – increases. Failure to alleviate the region's congestion or to create additional options for workers, residents, and visitors to move within Atlanta will eventually limit our capacity to grow and compete. The update to Atlanta's comprehensive transportation plan is due at the end of 2017 and will provide us solid guidance as to where best to focus our attention. To promote transit and public transportation options, as City Council President, I will lead my colleagues on engaging actively in the MARTA expansion plans, funded by the voter referendum last November. I will also remain a staunch advocate for the bicycling and pedestrian communities to ensure that we continue building out bike facilities, trails, and paths across the city. By leveraging the City Council's appointment to the Atlanta Regional Commission, I will further our discussion with our regional partners on this topic. Underpinning these strategies will be ongoing efforts to securing funding (internal and external) for any solutions we devise.

In my 2013 response to this very question in the CBA Questionnaire, I included public safety in my top three issues. While that is certainly of concern and will remain on my radar, I am compelled this cycle to replace it this cycle with the growing economic and quality of life disparities that seem to have worsened in recent years. A recent Brookings Institute study named Atlanta as the worst major city with regard to economic mobility and income inequality. The social justice challenges this creates manifest themselves in numerous ways, including economic opportunity, housing affordability, employment, education, public safety, community development, access to food, and other quality of life factors. If allowed to worsen, this could create dangerous social instability in our city.

I appreciate that community leaders are bringing this into conversations more and more. I will use the platform of the office of City Council President to ensure that these considerations are always factored in our body's deliberative process. I also commit to engaging with and convening stakeholders to seek strategies to close the gap, create meaningful opportunities for those seeking work, offering effective workforce development initiatives, and advocating for compensation reform as appropriate.

4. As City Council President, how will you add value to city council? How will you approach your relationship with the mayor? How will you articulate any potential disagreements with the mayor?

In addition to the more operational roles of City Council President (presiding at meetings, appointing committee members and chairs, and serving, in essence, as Vice Mayor), I am most excited about the opportunities that my experience, leadership style, and vision for the role will bring to City Council.

First, because there will be at least seven new council members, it is critical for the City Council President to “build the team” and get City Council operating at full speed as quickly as possible. The collaborative and consensus-building leadership style on which I have built my career and reputation as both a council member and committee chair distinctively sets me apart from my opponents. Second, I will bring a disciplined, metric-driven and impact-focused approach to City Council deliberations either within the City Council and committee meeting format or through special work sessions and retreats. By planning and anticipating issues further in advance, I will work toward making City Council more proactive, thorough, and thoughtful in our analysis and less reactive and under pressure to make hasty decisions. Third, and this is where I think the greatest opportunity lies, I will utilize the City Council President’s vantage to bring together stakeholders around critical challenges the city is facing. Leveraging my relationships in the private, public, non-profit, and higher education sectors – in all of which I have professional experience – I will convene forums from which City Council can learn best practices and collectively craft the complex solutions needed to move us forward.

In the event of a potential disagreement with the next Mayor, I will apply the same approach with him/her as I continue to use with Mayor Reed and my colleagues on City Council. I am always respectful and collaborative, but I am also steadfastly principled and always prepared to stand up and advocate for my positions when necessary. Obviously, there have been multiple instances during my tenure on City Council where I have disagreed with the Mayor and my colleagues. Even on contentious issues, I have always been able to hold the public debate in a civil and respectful way that maintains a constructive relationship with my colleagues. A good example is when Mayor Reed publicly blasted me in council chambers in 2014 during a budget meeting, yet immediately afterward and since, his administration and I have collegially worked on alternate ways to accomplish the very goal we were debating. I always welcome a healthy, non-personal debate focused on policy, but I will always focus on maintaining a civil, respectful relationship with the Mayor so that we can continue finding solutions to the challenges.

Interacting with the Mayor (and others) in this way is far more productive than approaching such relationships in a combative, negative way that only escalates disagreements and obviates opportunities to make positive progress for the City.

5. How do you view the City of Atlanta's financial position? Should the City of Atlanta have additional tools in place to ensure financial management going forward?

The City of Atlanta is in solid financial position, and I am proud to have been a member of the City Council that worked alongside the Reed Administration to get us to this point. In the past seven years, we have built the City's cash reserves up from \$7 million to ~\$175 million, and Wall Street has reflected Atlanta's fiscal soundness through several bond rating upgrades. This was all accomplished without increasing property taxes. In fact, we have been steadily rolling back our millage rate.

That said, the rigorous fiscal discipline we have exercised to get us to this state could quickly be undone by the next administration and council through poor financial decisions. Consequently, I support any additional financial controls that could prevent that from happening. Some tools for consideration include: (1) Refining the City's 5-year financial plan with more detailed and index-based projections, as well as potentially decreasing the window to 3 years; (2) More rigorous analysis and efforts towards a structurally-balanced budget where revenue source durations are more closely matched to expense durations; (3) Mandate the preparation of a 3- or 5-year capital plan to better anticipate and determine funding sources for our equipment and facility needs; and (4) Imposing, as appropriate, minimum thresholds for budget priorities pegged against relative metrics (total general fund budget; parks acreage; population, etc.), similar to our current mandate for annual infrastructure spending.

In addition, while the pension reform the City adopted in 2011 has dramatically improved our pension liability exposure, there are still some additional measures that can be taken to further ensure the solvency of the pension funds and the city going forward. These recommendations came out of Mayor Reed's Blue Ribbon Commission on Waste and Efficiency in Government on which I served, and as City Council President, I will work with the next Mayor and City Council to evaluate and potentially implement those measures.

6. Please describe your philosophy regarding property tax assessments and municipal taxation.

I believe that every municipality's property tax digest should reflect market value as accurately as possible, both in terms of absolute value and in terms of timeliness. That responsibility currently rests with the county tax assessors' offices, but, as was made very apparent this year, there are gaps in their processes, to say the least.

Ideally, the assessor would have adequate staffing to perform individualized valuations for each parcel, but obviously, that is likely impractical to accomplish. The current practice of extrapolating a few data points (increases in valuations for a few properties based on sales transactions or detailed analysis) across broad swaths of other properties

deemed to be similar creates significant margins for error. Perhaps securing third-party vendors to conduct the valuations is warranted, even phasing the inventory over time, if needed.

Because our tax digest appears to be undervalued in many instances, some form of relief or other protections should be considered from the “sticker shock” of the sudden increase in the housing market. The State legislature will likely consider numerous proposals this January, particularly for long-term residents or for those with financial capacity limits. Cautious reforms are likely necessary, but we cannot be reactionary.

One aspect of the current structure that I would welcome revisiting is the minimum amount of property tax each parcel should be assessed. Due to exemptions, minimums, and other thresholds for various taxes, there are some unreasonable instances of properties that draw only several hundred dollars in property taxes but receive municipal services (school, county, and city) of far greater value. Granted, changing metrics on such scenarios is best left until we resolve the assessment situation.

7. What is your opinion of Atlanta’s MOST, and what approach do you support to fund long-term water and sewer operations?

Atlanta’s MOST remains an integral funding source for critical ongoing work on our water and sewer infrastructure, and I appreciate the voters’ approval of an extension of the MOST in 2016 through 2020. We have much remaining work to complete under our current consent decree, which fortunately was extended to 2027 by the federal government, and I support continuing this option to the extent (hopefully) that the voters will continue approving it. One of my opponents has consistently objected to sales taxes as a funding source for the city, citing the regressive nature of this taxation method. I, however, support the MOST, as it provides a way to spread the cost for that work to those that work in and visit our city beyond just our residents and ratepayers.

I am also open to exploring creating a storm water utility as a way to fund the increasing challenges we are experiencing from flooding and water pollution.

I would not support increasing water rates, particularly since it has been estimated that our rates, which are already among the highest in the country, would need to increase between 25-30% to generate the funds sourced by the MOST.

8. Would you change the current procurement process to protect against “pay to play”? If so, what changes would you support?

It has been extremely disconcerting to learn of the federal investigation into alleged bribery by a contractor in exchange for city contracts. I continue to hold and conduct

myself to the highest ethical standards possible, and I support any changes to our procurement process to protect against “pay to play” practices.

One approach is to expand the disclosure processes around contracting, particularly with regard to related party transactions and potential conflicts of interest. I recently co-sponsored legislation that further tightens the reporting by the Department of Procurement to City Council on bids by vendors that have potential conflicts. I also proposed an amendment on another piece of legislation that increased the justification requirements by the user department and Department of Procurement for utilizing emergency contracts. I have supported and will continue to support allocating additional resources (staff, funding) to the City’s Ethics Officer to do more training and education, particularly for those employees in sensitive positions, as well as to increase investigative and analytical work, particularly around disclosures.

Another approach is around the procurement process itself. While City Council must be careful not to insert itself in the evaluation and selection process, some ways in which I would like to see us tighten the process are: (1) limiting the instances in which an RFP can be cancelled to prevent using that strategy to give a desired proponent a second chance; (2) more transparency in the process by which specifications and terms of an RFP are developed prior to solicitation to prevent procurements being tailored in favor of a certain proponent; and (3) limiting the ability to amend and add on other departments or more funding after a contract has been let to prevent departments from circumventing the procurement process in favor of existing contractors. I would be supportive of other strategies as well.

I welcome a thorough, independent audit of the procurement process by an external entity. Those findings can help guide additional reforms to tighten our systems and restore public trust.

9. If elected, describe your role in ensuring ethical and transparent management of City resources by City employees?

In my two terms on City Council, I have adhered closely to the city’s ethics code and in many instances even more strictly than the code proscribes. I support efforts currently being deliberated by council to provide the public with all of the city’s financial information as quickly and as completely as possible. In fact, I remain the only council member who has published transaction-level detail on every single expenditure from my district council account since taking office while we await action by the full council on the other proposals. As City Council President, I will strongly encourage the new council members to follow my example of disclosing council expenditures right at the onset of their first terms, and I will continue supporting city-level disclosure as well.

An additional effort I will make as City Council President is to continue advocating for additional funding and resources for the Ethics Officer so that office can expand its scope of activity. Currently, the team manages annual disclosure filings, but does not have the capacity to do more proactive education and training programs so that city employees fully understand the provisions of the ethics code. Especially in the wake of the developing City Hall “pay-to-play” scandal, better equipping employees and contractors with the knowledge, tools, and protections to know to “see something, say something” can serve to reduce opportunities for abuse. Additional resources should also be provided so that the Ethics Officer can do more investigative work as an additional safeguard against improper management of City resources.

10. What economic development strategies would you prioritize to ensure the City of Atlanta captures its fair share of future job growth?

As both a former small business owner and a former board member of Invest Atlanta (then the Atlanta Development Authority, for which I was Treasurer/Finance Committee Chair), I maintain a keen interest in our city’s economic development activities. We have had much success in attracting jobs to Atlanta, and we must stay focused on maintaining that trajectory.

I have supported and will continue to support providing appropriate resources to Invest Atlanta, our economic development authority, not only for their operations but also through their various activities, including Economic Opportunity Fund (EOF) grants for business recruitment, retention, and expansions; issuance of lease purchase bonds for new or growing facilities; and programs to provide financial and operational support for small businesses, among others. I concur with their approach of focusing on high-growth sectors like technology and health, and partnering with our city’s public schools, colleges and universities to prepare graduates for these future jobs. And while we have strong innovation and technology business incubators within Atlanta, we should also work with the financial sector to make sure we have appropriate financial (venture capital) resources to support these next great ideas.

On the City side, we must continue to reliably and efficiently deliver our city services (public safety, infrastructure, transportation, water, etc.) and further ongoing reforms in such areas as buildings and permitting. As a city government, we must operate in a reasoned and reasonable manner, and we must be vigilant in preventing or fighting any initiatives that would jeopardize our business community’s capacity to remain competitive. I was proud to co-sponsor legislation affirming the city’s opposition to the state’s Religious Freedom Restoration Act (RFRA), which Governor Deal thankfully vetoed, and I have also sponsored legislation strengthening Atlanta’s non-discrimination provisions.

11. What strategies would you implement to ensure an adequate supply of affordable housing?

The recent economic expansion of Atlanta, while largely seen as a positive thing, has also come with some challenges. Rising real estate values have highlighted Atlanta's inadequate supply of affordable housing, and even some city employees (our public safety officers, educators, and municipal service workers) cannot afford to live in the city. Fortunately, this conversation has been brought to the forefront by many city leaders so that we can address it.

I am proud to have voted for the city's recent issuance of the \$40 million Housing Opportunity Bond, as it directly reflects my thoughts on how we increase our affordable housing stock. I believe we must take a multi-pronged approach and make sure we have multiple tools at our disposal, including providing financial assistance for home purchasers and renters, partnering with developers through appropriate incentives to include affordable units in projects, and mitigating additional development costs – such as the underlying land – that we can. I am also a co-sponsor of legislation currently being considered by Council to evaluate surplus city assets for possible conversion to affordable units (including leasing the property to a developer in exchange for affordable units). I also support requirements for affordable housing when public money is also being invested in a housing project, and we must continue pushing the Atlanta BeltLine towards its stated goals for affordable housing. While I do not believe inclusionary zoning is the “silver bullet” to solving the affordable housing problem, there may be special instances in which it might be considered.

Another tool I will explore as City Council President involves non-financial activities within a project development process that directly impact its cost. Developers have expressed interest in such procedural assistance as expedited permitting, zoning considerations, among others as additional incentives to include affordable units in their projects. Such strategies would not require financial resources or physical assets, which often have been the limiting factors of how quickly we can move the needle. Underlying all of these strategies is the need to close all loopholes that would permit an affordable unit to “flip” to market rate, sometimes even despite the fees and penalties for doing so. Because affordable units are already so hard to secure, we must do what we can to preserve each one for as long as possible.

12. What workforce development strategies should the next administration prioritize? How will these strategies address and improve economic mobility among low-to-mid skill workers?

Most workforce development strategy best practices center around being able to effectively identify and anticipate local trends in job demand and growth prospects. Partnering with our economic development authority, Invest Atlanta, we should prioritize job opportunities in the industry clusters they have identified as high-growth sectors. If we are actively recruiting and growing businesses in these areas, then we must complement the business attraction efforts by ensuring they can find the staffing they need once they are here. Continuing with their reform and accountability efforts, WorkSource Atlanta should then assess the employment landscape in these fields to create paths of education and/or skills training towards employment. Having a seamless net among all agencies is critical; effective workforce development strategies cannot happen in individual silos.

One key component in workforce readiness is education. We must strengthen our relationships with our educational partners – from Atlanta Public Schools and systems in adjacent municipalities, to our community colleges and vocational schools, to our colleges and universities – so that they too are incorporating the skills needed for these future jobs into their curricula. We also must remember to devise alternate paths for students that may not necessarily be college-bound, which could include industry certifications and occupational licenses.

The premise here for improving economic mobility is to better align and focus Atlanta's economic development activity (Invest Atlanta) with our workforce development efforts, and do so in these industry clusters, more closely tying in our educational partners with our strategies. The higher paying jobs of the future will likely require retraining and learning new skills, and we should begin preparing now.

13. What are the three most important transportation/infrastructure projects that should occur in the City of Atlanta? Please rank them by importance and urgency and explain your reasoning.

In my opinion, the following three transportation/infrastructure projects, ranked in order of importance and urgency, are (1) MARTA expansion; (2) Renew Atlanta and TSPLOST projects; and (3) Atlanta BeltLine.

First, the City must work with MARTA to ensure together we effectively deploy the funds generated by the half penny sales tax referendum Atlanta voters approved in November 2016 towards expansion of the current system. I consider this to be the most urgent because it generates the largest amount of funds and offers the best opportunity to make a significant impact in our transportation challenges in the near term. I support

MARTA's strategy of focusing on last-mile connectivity, including using additional vehicle types, so that riders can get to and from their destinations. I strongly support expansion of rail, including the proposed Clifton Corridor, to connect employment centers and add alternatives to automobiles.

My second priority is the successful completion of the Renew Atlanta and TSPLOST projects, both of which have approximately 4-year horizons remaining. Atlanta voters have entrusted the city with over one half billion dollars to address our transportation infrastructure backlog, and the project lists will also help increase transportation options and even relieve congestion (traffic signal synchronization). I ranked this second because there are still unencumbered funds in the TSPLOST proceeds for which projects need to be identified soon, and opportunities to leverage other funds need to be maximized. Successful execution of these funds will increase the likelihood that voters would be supportive should the City opt to pursue subsequent referenda as a means to fund addressing the remaining half billion dollars of infrastructure need. If we fail, we limit that capacity.

Finally, my third project priority is buildout of the Atlanta BeltLine. This transformative project is Atlanta's best opportunity to add transit within the City, particularly if an east-west connection is included. I expect the update to the city's comprehensive transportation plan will show a significant need for additional modes of transport, and the BeltLine is currently our most viable option. I am concerned about the looming 2030 expiration of the BeltLine TADs, given the long lead-time for transit projects. This is an opportunity we ought not lose.

14. What strategies would you pursue to improve the safety – both real and perceived – of all residents, visitors, and workers in Atlanta? What partnerships are needed to realize these strategies?

Public safety remains a top priority for the Reed administration and this current City Council. I share that emphasis and am proud that our crime statistics are dramatically lower than when we took office in 2010. That said, any crimes that occur in our communities are jarring and must be addressed.

I have consistently been one of the most vocal council members in advocating for support of our public safety departments. First and foremost, we must continue finding ways to increase our staffing levels, both in terms of recruiting and retention. While I was chair of Finance Executive Committee, I worked with the public safety unions and administration to finally address a longstanding structural compensation flaw (salary compression) that was negatively impacting morale and retention. We have also instituted pay raises to help with recruitment, yet we must remain vigilant to maintain competitive compensation packages so as not to lose additional folks to other jurisdictions. We must also continually re-examine our staffing strategies – beat design, moving folks from behind desks to roles more directly impacting public safety and

perception, etc. We must continue to invest in equipment and technology like video cameras, gunshot detection technology, etc. to help our public safety officers keep up with and/or stay ahead of criminals. And we should properly staff and equip our investigations teams so that they can solve crimes and punish the perpetrators.

We clearly cannot do this alone, as criminals are becoming increasingly bold and clever. We must look to partnerships throughout the city and region. Our communities and neighbors are key partners, and we should encourage and foster neighborhood watch groups, requesting those with video feeds to connect to our Video Integration Center (VIC). Most importantly, we have to continue building trust between our public safety officers and our communities, particularly as we witness national incidents that shake people's faith in public safety.

The business and philanthropic community continue to be staunch partners in providing valuable resources to supplement what the City invests. We need to nurture these relationships and expand those lists.

Finally, we must also reach out to public safety operations in other jurisdictions. Crime knows no boundaries, and we have to recognize that simply pushing crime across boundaries does not solve the problem. We must continue and heighten dialog with our criminal justice partners to make sure that we are in lockstep when it comes to catching and charging criminals, and delivering appropriate punishments for crimes. Pushing crimes and criminals back and forth is not a sustainable solution.

15. Georgia ranks 49th among states for per-capita arts funding. What actions would you take to ensure our arts and culture organizations have the funding they need to thrive and enrich our city?

I am fortunate to have one of Atlanta's premier arts centers – Woodruff Arts Center – in Council District 6. I fully appreciate the impact that arts of all forms and organizations of all sizes has on our city's quality of life. I could not agree more with the philosophy that great cities have great art, and I continue to be an avid supporter of this sector. In fact, one of my first volunteer engagements in the City of Atlanta was with an arts organization (Actor's Express).

I am in full support of seeking a dedicated funding source for the arts and was a strong advocate of Mayor Reed's efforts to have the state legislature approve a 1/10 penny sales tax referendum for the arts. One of my opponents introduced legislation that sought to divert those funds to other purposes, but in the end the legislature did not move forward with the referendum. That said, I will continue to advocate for a fractional penny sales tax for the arts. In keeping, it is imperative that such funding foster and support smaller and niche arts organizations. Large corporate funding often

favors the larger players, and arts organizations of all types and sizes are necessary to continue to foster the vibrant arts community for which Atlanta is increasingly known (hey, we are home to a Tony Award-winning theatre company, among other great arts organizations).

I have supported city legislation that provides grants to arts organizations, including recently to the Woodruff Arts Center, and will continue to seek City funds for future opportunities. Again, especially organizations that may foster productive arts programs for niche and/or underserved communities. I support legislation City Council is now deliberating that would create an Arts & Culture Advisory Council (14-O-1554) as a forum for the arts community to share ideas and to guide us going forward.