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PARTY PRIMARY: In order to vote in a party primary you must be registered with the Board of Elections as a member of that party. Independents may not vote in party primaries. Each party may nominate one candidate for D.C. Delegate, Mayor, Chairman of the D.C. Council, and one seat each in Wards 1, 3, 5 and 6, and one at-large seat on the D.C. Council.

2 Candidates for D.C. Delegate

QUESTIONS FOR D.C. DELEGATE CANDIDATES

All candidates were asked to respond to these questions within maximum word limitations. Their responses were not edited except to comply with these limitations.

QUESTION 1: What qualifies you to be D.C.'s delegate to Congress?

QUESTION 2: What do you see as the best way to use the current powers of the delegate's office to further the interests of D.C. citizens?

QUESTION 3: What would be your legislative priorities for D.C. in the coming session of Congress?

8 Candidates for Mayor of D.C. Democratic Primary

QUESTIONS FOR MAYORAL CANDIDATES

All candidates were asked to respond to these questions within maximum word limitations. Their responses were not edited except to comply with these limitations.

QUESTION 1: What have you done during the past 5 years that qualifies you to be mayor of D.C.?

QUESTION 2: What do you see as the best way to use the current powers of the delegate's office to further the interests of D.C. citizens?

QUESTION 3: How would you shorten the time it takes for government to act in response to city problems such as housing?

city's first comprehensive housing plan. Well-designed and properly managed programs will improve and preserve our neighborhoods for the people who live here.

Democratic Party

U.S. Labor Party



WALTER E. FAUNTROY 45
4107 17th St., NW



BRUCE M. DIRECTOR 25
1701 16th St., NW, No. 411

QUESTION 1: Worked closely with Dr. Martin Luther King developing coalitions among blacks and whites to help pass civil rights and voting rights legislation in the 1960's, thus establishing national political alliances resulting in passage of legislation authorizing, in 1974, the first elected mayor and city council here in a hundred years.

I'm ninth ranking member of the Banking, Housing and Urban Affairs Committee; Chairman, Subcommittee on Historic Preservation and Coinage; third in seniority on the District Committee; Chairman, King Assassinations Subcommittee.

QUESTION 2: While the Delegate cannot vote in Congress, I have organized a national coalition of conscience through a network of citizens who share the common interests with District residents. This network has helped win House approval of the Humphrey-Hawkins Employment bill and the D.C. Congressional Representation Amendment; and the District budget continues to pass Congress without substantial reductions. The respect for my work by my colleagues, and the administration has meant that no legislation approved by the local home rule government has been overturned by Congress.

QUESTION 3: My next objective for the District is to continue to work for full House and Senate representation. I also hope to build upon the Congressional, presidential and private sector relationships I've established to forge a new partnership between myself, the newly elected mayor and city council, federal government and the public to develop meaningful jobs and housing opportunities for our city. That is the theme of my campaign: **PARTNERSHIP FOR CHANGE. LET'S DO IT HERE FIRST!**

QUESTION 1: As an organizer of the U.S. Labor Party I have been involved in an international campaign to establish a new monetary system. This effort has required me to develop the intellectual qualities necessary for competent leadership. I am knowledgeable of the most advanced technologies mankind now can use for urban development such as fusion energy. My world outlook is that of a humanist city-builder, dedicated to the principle that human reason must determine policy to insure progress for ourselves and our descendants.

QUESTION 2: If I am elected the Delegates position will immediately become one of the most powerful positions in Congress. I would enter Congress with the support of the Europeans & Japanese who are putting together a new monetary system under the leadership of U.S. Labor Party Chairman Lyndon LaRouche. This will bring to our country and to Washington an unprecedented opportunity for jobs, education, growth. While Fauntroy is begging for handouts I have been pulling together a real solution to our economic crisis.

QUESTION 3: I would implement the Labor Party's 100 days economic program. 1) Expand the Export-Import Bank to finance more high-technology export trade. 2) Repeal Jackson-Vanik restrictions on East-West trade. 3) Expand use of nuclear energy both domestically and for export. 4) Appropriate money for fusion energy research. 5) Create a tax system which favors investment in production and penalizes speculation. 6) Repeal the Environmental Protection Agency and other anti-growth federal regulations. 7) Stricter anti-drug laws including marijuana.



MARION BARRY 42
1236 E St., NE

QUESTION 1: Citizens of the District need a Mayor who is innovative, accessible, visionary, and has a proven record of problem-solving. My 22 years of public service has sharpened my sensitivity, provided valuable administrative experience and provided opportunities to make tough decisions. My presence and leadership on the Council has helped to save citizens of the District over \$110 million by cutting out the fat, waste and inefficiencies in our government.

QUESTION 2: Our city operates without goals, priorities, or any sense of direction. In 1974, Walter Washington and Sterling Tucker ran as a team and promised to change this. They have failed us. Education, housing, tax reduction, services to the elderly, jobs and economic development will be the cornerstones of the Barry Administration. I will replace incompetent department heads with highly-qualified managers. Programs, budgets, goals, priorities, strategies and timetables will be established. I will provide the proper leadership.

QUESTION 3: With a large staff and high administrative costs, our housing department serves more as an employment service for bureaucrats than a housing program for people. I will replace the present director with a top-notch administrator. Management will be improved and staff morale boosted. The Barry Administration will develop and implement the



JOHN RAY 35
1378 C St., NE

QUESTION 1: More than five years of experience in the judicial, legislative and executive branches enhances my dedication to public service and my candidacy for Mayor. I served as law clerk for two prominent lawyers - Abe Fortas and Judge Spottswood W. Robinson, III. I also worked for Senator Philip Hart and the Senate Antitrust and Monopoly Subcommittee, advancing to subcommittee counsel. Subsequently, I joined the Justice Department as an attorney-advisory in the Office of Legal Counsel.

QUESTION 2: Each service area will receive my careful examination and evaluation for delivery and cost effectiveness. To cite only one example - transportation - I plan to promptly determine those locations within the city that are poorly served in terms of meeting the needs of all our residents, including those whose work schedules do not fall within the commonly concerned 9 to 5 syndrome, and institute action for meaningful, low cost, public systems to service their special needs.

QUESTION 3: My method to shorten the length of time in which city government responds to problems will be detailed as the campaign progresses, e.g. housing. The theme of my campaign is reflected in my general support for the proposed agenda of Metropolitan Washington Planning and Housing Association. Before I adopt the 21 goals of this agenda, however, I will propose methods to expedite issuance of building permits, and other needed changes implicit in the agenda.

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Democrats—(Mayor) Cont.

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Washington Metropolitan Area Transportation Authority, 1976-1977; President, D.C. Coalition for Self-Determination. Proudest achievements: First D.C. rent control law; establishment of Advisory Neighborhood Commissions; creation of Office of Economic Development; leadership role in civil rights movement.

QUESTION 2: Productivity throughout city government can be raised by good, tough management, starting in the Mayor's office. Solid leadership will increase vital federal, private-sector and individual contributions. Senior citizens: Fully staff Office on Aging and coordinate activities with overhauled DHR and concerned private organizations; compel rigorous funding standards and end automatic refunding of grantees; keep legally required documents up-to-date; institute an integrated police-protection program for the elderly.

QUESTION 3: Responsive government stems from alert, able, sensitive leadership. Housing example: Employ neighborhood-by-neighborhood approach; vigorously apply present rental-conversion laws and require more landlord relocation assistance; expand counseling for ownership alternatives; most importantly, appoint top-level executive to cut red tape, put proposed Housing Finance Agency into action, coordinate private and governmental resources behind tenant-ownership opportunities, work with neighborhood groups, get city out of slumlord business, reduce bureaucratic fat.



WALTER E. WASHINGTON 63
408 T St., NW

QUESTION 1: I've continued serving as Mayor of this City, providing the experienced leadership necessary to build a stable, responsible, responsive new government that is economically and financially sound and sensitive to citizens' needs. Under my leadership, we've seen a new unity born, a new stronger Washington emerge, the quality of life enhanced, the physical face of the city renewed, an upsurge in the economy, crime reduced, tax relief measures passed, services in all areas expanded, individual's rights protected and a foundation for future growth and development laid.

QUESTION 2: Productivity improvement can help to maintain or even improve services in a period of tight budgets. I recognized the need very early; by late 1975 the District had a productivity improvement program underway, nationally recognized

as one of the best. We are working to improve productivity in 14 agencies, including transportation, housing and human resources. Through productivity, we have avoided service cutbacks in trash collection, street cleaning, ambulance service, housing inspection; for example, by rethinking how to make work assignments.

QUESTION 3: The single most important factor in expediting our already substantial activities in the housing area would be the availability of additional financing tools which are both certain and flexible. I will continue to strive to identify such approaches, including low-interest financing through tax revenue bonds, leveraging the deposit of city funds in private lending institutions, etc. Also, time-savings will be realized through the further development of specialized staff skills and even closer coordination of housing activities.



DOROTHY M. MAULTSBY 51
214 Oneida St., NE

QUESTION 1: Among the achievements which qualify me for mayor is the successful demonstration of my talents as a highly capable manager and leader in the federal and private communities. Drawing upon those talents, I led the first D.C. consumer protest against utility billing practices — a \$1.8 million saving. Establishing the Office of the Peoples Counsel, revitalized citizens' participation in city planning, the appointment of women as Public Services Commissioners and Peoples Counsel, and community awareness of gross inadequacies of the D.C. government were initiated by me.

QUESTION 2: Increasing staff productivity and maintaining adequate services can be achieved simultaneously through a proper system of program planning and control. Inherent in such system are the establishment of reasonable, measurable goals and objectives, proper allocation and optimum use of resources, and acceptable procedures for program monitoring and evaluation. Zero Base Budgeting (ZBB) is an effective management tool for achieving these aims. As mayor, one high priority will be to install ZBB throughout our government agencies.

QUESTION 3: Time frames by which our government responds to city problems are contingent upon sound operating policies and procedures, strategic and tactical plans for quick interaction between government components, and a control system where access to decision makers and pertinent

management information is available. As mayor, I would use a team of specialized analysts and managers to implement an ongoing communications network to determine the adequacy of procedures, plans and reporting systems. Checkpoints and systematic reporting detect operational inefficiencies.

**Republican
Primary**



JACKSON R. CHAMPION 55
607 4th St., SW

QUESTION 1: In 1974, I Jackson R. Champion, Republican Candidate for mayor proposed an Economic Development Plan for the District of Columbia. Two are currently in action: 1. Legislation of lotteries and off track betting. 2. Creation of the Community Development Corporation and the Development Bank, for businesses and industries as well as important public services. 3. Creation of the University of the District of Columbia, and specialized high schools. 4. To broaden the policy making participation in the Republican Party.

QUESTION 2: Enforcement of present equal employment opportunity legislation to aid unemployment and under-employment in addition to creation of new regulations that would provide incentives to business to upgrade present employees and return economic development monies to the Washington community by giving incentive to employees who come up with suggestions that will increase productivity.

QUESTION 3: I would appoint commissioners to take direct input from the public and relay it to the city council. We would have commissions and commissioners for transportation, education, welfare etc. All commissions and commissioners would be responsible to the mayor.

A. Member of South West Community House. B. Former Member of Board of Trustees, at Washington Technical Institute (Presidential Appointee).



ARTHUR A. FLETCHER 53
516 G St., SW

QUESTION 1: Serving as Assistant Secretary for Employment Standards, U.S. Department of Labor; U.S. Alternate Delegate to the United Nations; Executive Director, United Negro College Fund; Deputy Assistant for Urban Affairs to President Gerald Ford; President of Arthur A. Fletcher & Assoc., Inc., Employment Standards and Government Relations Consultants. All experiences are relevant. Specifically advising the President on urban policies and programs, private firms on compliance with government regulations and conducting staff management compliance seminars.

QUESTION 2: I am a Management Consultant to some of the nation's top Fortune 500 companies and a faculty member at the advanced management training institute of some of the aforementioned firms. I helped conduct organizational and staff development training sessions designed to improve efficiency and productivity. As mayor, I would create an organizational and staff development unit that would report directly to me. I would staff it with some of the best staff development practitioners from U.S. industry, to improve efficiency throughout city government.

QUESTION 3: I would implement an efficiency system designed to eliminate excess paper work as well as minimize the number of city government units involved in the process without sacrificing compliance with city ordinances, regulations or guidelines. In addition, I will develop a monitoring system designed to maintain efficiency and high level performance standards.

**U.S. Labor
Primary**



SUSAN PENNINGTON 35
1650 Harvard St., NW

QUESTION 1: I have educated DC citizens about, and prepared myself to administer, "Grand Design" policies for global economic recovery now being launched by Europe and Japan, shaped from Labor Party Chairman LaRouche's proposals for Third World development via expanded advanced sector/Soviet bloc technology exports. My skill, and my colleagues', in organizing support for that policy, spares the U.S. a calamitous dollar collapse. I can translate the "Grand Design" into a transformation of D.C.

QUESTION 2: No mechanistic manipulation of any government unit, or employee, will produce the desired results. Productivity is psychological: it follows from a thoroughgoing commitment

ABSENTEE VOTING
You may vote absentee if you are absent from D.C. on September 12, or physically unable to go to the poll. Applications for ballots must be sent to Board of Elections and Ethics, District Building, Washington, D.C. 20004 by September 5, or go in person to the District Bldg., Room 7, 14th and E Streets, NW, by September 8. All ballots must be in the hands of the Elections Board by the time the polls close September 12.



STERLING TUCKER 54
6505 16th St., NW

QUESTION 1: Elected City Council Chairman, 1974; Vice Chairman of Council, 1969-1974; Washington Urban League Executive Director, 1956-1974; Chairman of the Board, Washington Metropolitan Council of Governments (COG), 1975-1976; Chairman,

to development of the city's human resources, both employee and recipient of services. Development of every citizen's capacity to reason (humanity) must be our first concern. For that purpose, capital must consistently be applied to maintaining and expanding services and attracting new investment in the city. That generates the atmosphere in which productivity increases.

QUESTION 3: By changing the policy orientation of the city, as indicated above, and in that context, requiring high quality performance from every district employee. Competently staffed, well-financed programs under qualified leadership will provide services efficiently.

FACTS ON D.C. DELEGATE

Term of office: 2 years
 Salary: \$57,500
 Duties: The Delegate is D.C.'s non-voting representative in the U.S. Congress.

FACTS ON D.C. MAYOR

Term of office: 4 years
 Salary: \$52,000
 Duties: The Mayor is the chief executive of the District of Columbia.

FACTS ON THE CHAIRMAN, D.C. COUNCIL

Term of office: 4 years
 Salary: \$38,444
 Duties: Chairs the D.C. Council, which has all legislative authority not specifically reserved by the U.S. Congress.

FACTS ON THE D.C. COUNCIL

Term of office: 4 years
 Salary: \$28,444
 Duties: The D.C. Council has all legislative authority not specifically reserved by the U.S. Congress.

3 Candidates for Chairman, D.C. Council

QUESTIONS FOR CHAIRMAN, DISTRICT COUNCIL CANDIDATES

All candidates were asked to respond to these questions within maximum word limitations. Their responses were not edited except to comply with these limitations.

QUESTION 1: What do you see as the distinctive functions of the chairman of the District Council, and what qualifies you to fill that position?

QUESTION 2: As chairman, what would you do to insure that the District Council has adequate and timely information available for its decision-making?

QUESTION 3: What are your legislative priorities?

Democratic Primary



REV. JOHN G. MARTIN 49
 354 Anacostia Rd., SE

QUESTION 1: A) To preside over meetings of the city council, to moderate and initiate legislation, to act as Mayor when office is vacant. B) Longtime District resident; married; two children. B.S., S.C. State College, Engineer drafting school, Ft. Belvoir, Va., Howard Univ. graduate school Biochemistry, Christian Theological Sem. Indianapolis; Howard Univ. School of Religion. Medical Technologist, Medical Researcher, Insurance Management. Involved in community affairs, housing, health and religious activities. Understands the dynamics of government; can work with council and community.

QUESTION 2: I would give each council member adequate notice so that legislation can be researched, studied and public hearings held and all matters discussed before vote is taken except in emergencies.

QUESTION 3: 1) Employment 2) Housing 3) Revenue 4) Accountability of each area of the D.C. government 5) Budgeting 6) To establish a district affairs committee to properly exercise full authority of council to oversee the functioning of the district government 7) To review any legislation that may have been hastily passed to the detriment of the district citizens in housing, rent control and taxes.



ARRINGTON L. DIXON 35
 8227 West Beach Terr., NW

QUESTION 1: Arrington Dixon, as the leader of a legislature, will forge the divergent views of the thirteen councilpersons into effective plans of action in the form of strong and innovative

legislation. As the two-term Chairman of the Government Operations Committee and as Chairman of COG, Arrington Dixon's record speaks for itself. I am the candidate who combines a working knowledge of the D.C. Government with the ability to work effectively with the Mayor and Council to assure that the D.C. Government meets its responsibility to its citizens.

QUESTION 2: Arrington Dixon would ensure that the Council's procedural rules are improved and followed. I have introduced legislation which would streamline the legislative process. I would require the Council's legislative and general counsel work with the committees to assure that technical and legal problems are resolved before a bill is reported. I favor the institution of a rules committee and the curtailing of emergency legislation. A more efficient legislative procedure will enable the Council to perform in an orderly and efficient fashion.

QUESTION 3: A primary concern is the efficient functioning of the D.C. Government so that it can best serve our citizens. Without this, implementation of the laws enacted by the Council is seriously curtailed. My legislative priorities include full employment, quality education, new forms of revenue for D.C. and a solution to the housing problem. Equally important is the need to improve the delivery of municipal services such as care for the elderly, youth recreation programs, trash removal, street maintenance and public safety.



DOUGLAS E. MOORE 50
 1300 Newton St., NE

QUESTION 1: I see the distinctive functions of the chairman in three ways: (1) Developing and steering progressive legislation through the legislative process for transmittal to the Executive Branch (2) Establishing the most efficient arrangement of committees for maximum effectiveness, and (3) Lending expertise to facilitate priority legislation. The chairmanship requires creativeness, foresight, and ability to analyze and to see logical relationships arising from legislation and its implications. I feel I possess these needed qualities.

QUESTION 2: I would utilize the expertise of a Blue Ribbon panel and bring together the best talent inside and outside government and private industry. I would investigate the present system of receiving and dispensing information, and if I find the system to be inadequate, I would establish and maintain an efficient information retrieval system. I would also establish positive communications with the Executive Branch to insure delivery of information on a timely basis for Council utilization.

QUESTION 3: My legislative priorities are housing, education (which offers a passport to freedom for our children); employment. The city must do more than receive money for Federal programs. We must place money into our budget for employment; economic development; health and welfare of Senior Citizens and children, and the continuation of progressive legislation that will eventually make Washington, D.C. a city in which all economic classes can survive.

VOTER TURN-OUT

At the time of the 1974 mayoral and council election, the population of the District was 729,000 and there were 262,000 registered voters. 35% of them turned out for the primary; 40% voted in the general election.

The current population of the District is about 690,000; about 400,000 are eligible to register; 243,000 are registered. Thus 60% of those eligible to register are registered. YOU will determine the turn-out in the 1978 election.

ABSENTEE VOTING

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36 Candidates for the D.C. Council

QUESTIONS FOR DISTRICT COUNCIL CANDIDATES

All candidates were asked to respond to these questions within maximum word limitations. Their responses were not edited except to comply with these limitations.

QUESTION 1: What special experience and/or education do you have which prepares you to serve on the District Council?

QUESTION 2: Opposition to the increasingly high cost of government has created a citizens' tax revolt. If cuts must be made in city services, where do you think they should come? Be specific.

QUESTION 3: One way of minimizing cuts in services is to increase the productivity of each government unit. How do you think this can be accomplished in any area with which you are familiar, such as transportation, education, housing, services to the elderly, etc.?

At-Large, Democrats



BETTY ANN KANE 37
 118 5th St., NE

QUESTION 1: The only candidate who's served in city level elected office—4 years on the D.C. Board of Education, chairing the finance committee — the strong, experienced voice citizens need, a no-nonsense official who gets things done; worked for housing, preserving neighborhoods, daycare, student

metro fares; Member Recreation Board, Commission on Food, Nutrition and Health, public school parent, and informed expert, experienced getting and managing federal funds. Development officer, Museum of African Art, former Head, Public Programs, Folger Library. B.A. Middlebury, M.A. Yale.

QUESTION 2: I'm for lowering property taxes and reforming the inequitable income tax. But drastic service cuts aren't needed if tax money is used more efficiently. I'd reorder priorities — give education more, jails less, cut excess administration, paper shufflers, rented offices, welfare errors, services commuters don't pay for, put expensive debt service projects (convention center) to "sunset" legislation, untie D.C. government from uncontrolled federal pay scales and pressure the private sector for jobs, housing, cooperation. QUESTION 3: It's time to stop making excuses for why the city can't run better. I've stood up for accountability, from the superintendent on down. We need personnel reform —

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League of Women Voters, DC
 1346 Connecticut Ave. NW
 Washington, D.C. 20036

Polls Open 7am to 8pm

At-Large, Democrats (Cont.)

rewarding productive employees, terminating people who can't get accurate water bills out on time — and contracts based on doing a job, not putting in hours. DHR must be reorganized, buck-passing layers of bureaucracy eliminated, a separate health department created. I'll insist on results at budget time, and give citizens a larger voice in monitoring services.



JePHUNNEH LAWRENCE
3616 Horner Pl., SE 31

QUESTION 1: I am an attorney, with a community law practice in D.C. I believe that the extensive legal training required to become a lawyer has more than prepared me to serve on the City Council.

I have worked for the U.S. G.A.O. as an Attorney Adviser where the primary function is to exercise oversight in all expenditures of Federal Monies and eliminate waste.

My experience as an active Civil Rights and public interest lawyer has kept me in touch with the problems and concerns of District citizens.

QUESTION 2: Having worked with the U.S. G.A.O., I believe D.C. taxes can be reduced substantially if we just reduce and eliminate waste and inefficiency in City Government. Further, I believe that we must devise and implement a roadway use tax for nonresident motorists who burden our streets. In addition, hundreds of thousands of dollars are lost each year to the District simply because the Corporation Council fails or refuses to enforce laws requiring businesses and corporations in the city to register.

QUESTION 3: De-politicize the School Board; put only qualified persons with educational expertise on it, thereby reducing waste, inefficiency by preventing persons who merely wish to start a political career from serving on the Board. We must return quality education.

Return city-owned houses to useful stock immediately. The city pays out far more for public housing than necessary if home-ownership was a reality for low and moderate income persons. Then these units would return to the tax rolls, lowering the tax burden of residents.

FACTS ON THE D.C. COUNCIL

Term of office: 4 years

Salary: \$28,444

Duties: The D.C. Council has all legislative authority not specifically reserved by the U.S. Congress.



H. R. CRAWFORD 39
3195 Westover Dr., SE

QUESTION 1: I feel that my successful, rewarding career in housing management and my experience as Assistant Secretary of HUD has prepared me to serve well on the District of Columbia City Council. My sensitivity to the needs of people, and my professional ability to plan, organize, develop programs and manage budgets in the millions of dollars would bring to the District Government the business sense it needs to further compliment its efforts to intelligently legislate affectively and productively.

QUESTION 2: With the proper management of the City's budget, there would be no need to cut services or increase taxes, nor would there be surplus monies allotted to the City by the Federal Government which would go unused. However, if cuts were absolutely necessary, I would carefully evaluate all services, and what areas could be cut without adversely affecting the health, safety, and proper operation of the City. I feel we must make greater use of our present facilities, staff and resources.

QUESTION 3: Proper management is the key to success, in Government or private industry. There continues to be a waste of taxpayers' money on inept program management in Government. I will work to rectify this if elected. I advocate a more realistic, comprehensive housing plan for low and moderate income families. Public housing should be decentralized, upgraded and neighborhoods integrated economically and racially. Residents should share the responsibility of maintaining their "homes", thereby minimizing the cost of housing.



LEE S. MANOR 55
7316 Alaska Ave., NW

QUESTION 1: I, Lee S. Manor, am a graduate of Allen University, Columbia, S.C. and have 30 hrs. in Administration and Supervision in Adult Education. I have worked for over 14 years as an organizer and Director of community organizations. Was president of a D.C. Federal Credit Union for five years. Spent 13 years as a schoolteacher in the Public School system of the Dis-

trict of Columbia. Served as the first Director of the Washington Teachers Union, Political Action Committee; now Co-Chairman of the PAC.

QUESTION 2: I am not in favor of cutting city services. I am in favor of efficiency. If we should have to cut, I think we should have cuts in Administration, or reorganize government to utilize the resources available. I hope that the necessary resources will be available to serve the people of D.C. and, if elected, I will try to do everything in my power to see that we receive the best services available.

QUESTION 3: Education is a priority area where no cuts can afford to be made. Productivity can be increased by consolidation of old and under utilized schools. Students and their parents must be made accountable for the vandalism which destroys badly needed resources. The D.C. Government must step up its effort to ease the shortage of housing in the City. Every effort must be explored to insure Urban Homesteading. This will insure an adequate supply of affordable rental units.



GOLDIE C. JOHNSON
1917 Tulip St., NW

QUESTION 1: For the past 22 years I have worked in the D.C. community in the following areas: housing, employment, police-community relations, programs involving senior citizens, D.C. public schools, mental health, parent-teachers association and youth guidance programs. Attended Howard University and received grants to colleges in Boston, Florida and Michigan to study police-community relations. Have subsidized medicare and medicare programs for the elderly and worked to eliminate housing speculation and redlining in the District.

QUESTION 2: First let me say I am opposed to further cuts in city services. Citizens are already suffering from the lack of adequate service. If services are cut I would look closely at the Departments of Human Resource and Transportation. Staffing is a possible area. Consolidation of some service is another and the replacement of non-productive personnel could reduce the cost considerably.

QUESTION 3: A more efficiently run Department of Human Resource could adequately minimize some of the cuts. Programs are developed which are not properly supervised, equipment has been taken from warehouses, mentally retarded programs costly and inadequate, food spoils in warehouses, and the Department of Transportation is guilty of not keeping in touch with D.C. properties such as land acquired by the Department, the PMI parking lot caper, from which government received no pay.



ROBERT V. BROWN
5417 13th St., NW

QUESTION 1: For ten (10) years I have taught in the D.C. Public School System. I am a native Washingtonian, and am keenly interested in Washington and its residents. As Advance Man for Senators Hubert H. Humphrey (D., Minn.) and Robert F. Kennedy, (D. NY), I received immeasurable experience in organizational skills that are invaluable as a city council member. I firmly believe that the time is long overdue for a man of action, not words. *I believe I am that man.*

QUESTION 2: The rent that the city pays for the administrative offices at the Presidential Building to house the staff of the Board of Education could be saved; the offices could be moved to the buildings that were closed due to the decrease in the student population.

Much red-tape and unnecessary phone calls to various offices, only to be given the run around and numerous extensions could be eliminated if the personnel were properly trained to answer the telephone and deal with the public. This will greatly save the District money.

QUESTION 3: Directors of City Agencies should be required to take business management courses at schools like Wharton, or Harvard periodically. One or two courses a year may prove sufficient. All principals should be required to do the same.



HECTOR RODRIGUEZ 35
2121 P St., NW

QUESTION 1: Community leader—extensive experience in program, policy development; urban, municipal planning; public administration and lobbying at the federal level.

Graduated Kent State—Public Administration, Communication.

Deputy Vice-President National Urban Coalition—emphasis: improving cities' economic conditions. Program Chief—White House Committee on minorities. Consultant/HEW—emphasis: improving educational development in cities. Regional Hispanic Coordinator—Carter Campaign. Vice-Chairman—D.C. Home Rule Committee. Chairman—National Hispanic Committee for D.C. Full Vote. Board—Minority Legislative Program. Captain U.S. Army, Panama.

QUESTION 2: We must avoid crisis management of our resources by advanced preparation as follows:

1. Be pro-active not reactive—reduce tax burden now!
 - a. Lower the property tax.
 - b. Increase revenues with commuter payroll tax, tourist hotel tax, lottery.
2. Contingency management plans—retain multiple-skill personnel.

First priority in cutting—must protect human life, health and property:

1. Temporary cuts across the board of management (staff, salary, functions, travel etc.)
2. Freeze non critical vacancies.

3. Utilize pre-trained volunteers from federal, private and community.

QUESTION 3: My approach is to make the system more creative without eliminating jobs. DHR needs a comprehensive reorganization to ensure a balanced efficient program of social services for the poor, families, children, senior citizens, women and the handicapped.

PRIORITIES: 1) Codify and unify all public laws related to D.C. social services. 2) Fund office for citizen participation and support. 3) Develop comprehensive information system for citizens (bilingual). 4) Decentralize direct service delivery system. Set up community offices. 5) Increase direct service delivery workers—this will decrease case load. 6) More creative and aggressive procurement of funds for our city from all sources—federal, foundation, corporation. 7) Bilingual personnel at critical service levels.



ABSALOM F. JORDAN, JR.
1240 Savannah St., SE 37

QUESTION 1: I am the incumbent because for the past two years I have been at the Council. There I gained experience and knowledge of the mechanics of the legislative branch. Also, I learned of the intricacies of the budget process, how to address constituent concerns and the methods for drafting legislation. Because I am a native Washingtonian, I am sensitive to the needs of citizens. Additionally, I have devoted a considerable amount of time to community organizations and have worked for change.

QUESTION 2: Having worked for the Council's Budget Committee prepared me to approach this issue with confidence. There need not be reduction in services but reductions in personnel levels would have to occur. My studies show that many agencies on top heavy and reductions in personnel levels could be made without effecting service delivery. Additionally, I would insist that the Council study all aspects of the issue and hold public hearings before any specific services were cut.

QUESTION 3: My approach to

At-Large, Democrats (Cont.)

dealing with increasing productivity would be first to reorganize government units so that we best utilize the available manpower to accomplish specific tasks. Secondly, I think that each government unit's programs should be examined to determine which would be abolished, continued or modified. Thirdly, we should employ the latest technology and management programs available. This approach could be utilized in the areas of transportation, education and services to the elderly.



MARIE NAHIKIAN 31
1855 Mintwood Pl., NW

QUESTION 1: For a decade, I have been the leader in focusing and solving major problems of DC, the only candidate whose record shows communication between our diverse people. Through the Adams Morgan Organization, model for ANCs; City-Wide Housing Coalition, D.C. Tenant Congress, Common Cause/D.C., building organizations which allow residents to solve their own problems. I was first on condominium conversions (1974), real estate speculation/displacement (1972), housing discrimination (economic and racial), working WITH not just FOR people.

QUESTION 2: The answer is not cutting services. We need permanent solutions that help, not hurt, so people can live in neighborhoods with pride, dignity without fear of removal. How? A tax abatement for elderly un/under employed where people can work for D.C. as a tax credit; education with a budget 87% salaries, but 50% administration, not services; a \$19 million surplus last year; Congress cuts the federal payment \$19 million! As Director, Common Cause/D.C. I understand the necessity for Congressional voting rights.

QUESTION 3: 70% of D.C. housing funds are spent administratively on over 1200 employees that produce no housing. Reliance is on private developers who produce at maximum cost. Power of a Council member is vested in agency oversight and budget process which has never been "investigative" or consistent in asking simple, but detailed questions on where the money is spent and why federal dollars go back, unspent. I know how to ask the right questions.

FACTS ON THE D.C. COUNCIL

Term of office: 4 years
Salary: \$28,444

Duties: The D.C. Council has all legislative authority not specifically reserved by the U.S. Congress.

At-Large, Statehood



HILDA MASON 62
1459 Roxanna Rd., NW

QUESTION 1: Active in District affairs for over 30 years. Teacher, counselor, administrator in the public schools 19 years; Board of Education, 5½ years; Council member since April 1977. As a Council member, active in: housing, initiating tax reform insuring adequate funding for education, increasing the minimum wage, extending reduced student fares to Metrorail, pursuing statehood, and establishing procedures to enable the people to have a direct voice in making District laws (initiative and referendum) and in holding elected officials accountable (recall).

QUESTION 2: Expenditures for capital budget items are high and constitute one area where the District could cut. D.C. has one of the highest per-capita debt figures of any jurisdiction in the country. In F.Y. 1978 \$116 million of the budget went toward the repayment of debt. The Convention Center will add substantially to that portion of the budget used to pay the costs of capital construction. The District must examine closely the necessity for new capital construction on a case-by-case basis to determine its financial effect.

QUESTION 3: We must review periodically each government agency as to its purpose and operation; evaluate its performance to determine whether that agency or a part of it should continue to exist. This can be accomplished through zero based budgeting techniques.

Through zero based budget review and improving the government's management capability the District can increase its efficiency and productivity in the delivery of services.

At-Large, U.S. Labor



STUART ROSENBLATT 27
1701 16th St.

QUESTION 1: For the past two years I have served the city as Chairman of the U.S. Labor Party. Our small party has accomplished more than most "major" parties. We have brought the perspective of "City Building" into

the open, enacting policies from Nuclear Power development to the halting of Drug Decriminalization to the implementation of global programs for economic prosperity. We have accomplished more than many governments although out of office. Imagine what we can do in office!

QUESTION 2: The first cut should be to cut out the Tax Revolt. Taxes are high because industrial production is depressed. There is no choice between cutting taxes and cutting services. Necessary services like education and transportation must be expanded. They must be funded by increased business and industrial activity. With these increased revenues and increased employment, taxes will be cut, responsibly. Anything else is designed by traitors to manipulate your fears.

QUESTION 3: With High Technology production this country can begin again to experience the benefits of real productivity. Either productivity can mean squeezing blood from a turnip (or a city worker) or it can mean harnessing the creative potential of our citizenry. With Fusion Technology we can lower energy bills to 50 cents per month! With magnetically levitated trains we can travel from Los Angeles to D.C. in 20 minutes! Let's start by building the Douglas Pt. Nuclear Power Plant!

Ward 1, Democrats

(No photo submitted)

SAMUEL B. WALLACE IV --
3415 14th St., NW

QUESTION 1: Experience: Economist and expert in regional and urban development. Lobbied Congress for more federal funds for D.C. and N.Y. Also lobbied Congress for better low cost medical health care and National Health Insurance and home delivery health care services for the elderly and infirm. Particularly interested in the problems of unemployment in the inner city. Taught high school in public school. University Degree with three majors gained while working full time. Majors in Sociology, English and educational philosophy.

QUESTION 2: Problems: Principle problems of D.C. and most major American cities are 1) the extremely high rate of unemployment among inner city black youth and adult blacks, 2) the massive housing shortage in D.C. with an inhumanly high rate of evictions particularly in Ward 1 and the large number of conversions to Condominiums, lack of private investment in low rent and medium rent-housing and lack of federal investment in low rent public housing for poor and medium rent renters.

QUESTION 3: Solutions: Projects to employ the unemployed who want to work. A massive federally funded high rise low and medium rent public housing projects employing inner city unemployed — their construction to be interspersed throughout the city in order to house the city's poor. A ban on Condominium Conversions in the nation's capital. More jobs in D.C. Government particularly in department of Human Resources for inner city unemployed. Re-examining city's budget priority to realize savings in Metro bus purchases.



CALVIN O. WINGFIELD --
721 Girard Street, NW

QUESTION 1: I have had experience as Property Management Assistant within the Department of Agriculture. As a born resident of the District, I am knowledgeable of the issues currently arising in Ward 1 and its vicinity, by attending Council meetings and community organizations. I have continued my involvement with the Girard Street Neighborhood Organization.

As a part-time cab driver, former night-club and grocery store owner, I have experienced phases of management enabling me to better prepare myself as City Councilman of Ward 1.

QUESTION 2: With the increasing high cost of government which has created a citizens' tax revolt, I believe none of the city services would have to be cut if the money allocated for these various programs were budgeted and managed properly.

QUESTION 3: A way of minimizing cuts in the area of housing would be the renovation of houses purchased by the District that remain boarded for a substantial length of time; as well as projects that are boarded and not utilized. These conditions should be rehabilitated for large families of low-middle income; as well as for the elderly. With *thorough* and *proper management* over these existing and renovated housing, these renovated conditions could remain utilized from destruction and continued deterioration from careless tenants.



DAVID A. ("DAVE") CLARKE 34
3320 17th St., NW

QUESTION 1: I grew up in D.C., graduated from its public schools, G.W. University and Howard Law School. I served as Director of the Washington Bureau of the Southern Christian Leadership Conference and as counsel to community groups in struggles like keeping a gas station off 18th and Columbia Road.

On the Council, I chair the Judiciary Committee which handles more major legislation than any other committee and serve on the Housing, Revenue, and Human Resources Committees.

QUESTION 2: I would cut parts of programs which are not essential to the service provided. For

instance, 1/3 of our police budget goes to retired officers. I support a less-costly program for new officers plus stricter application of current rules to disability claims. Programs better operated by private agencies can be cut and contracted out. I introduced a bill to contract operation of the do-nothing dog pound to a private humane organization.

QUESTION 3: Productivity would be increased by applying an administration-to-output ratio. An example is my amendment making Seaton Street a CD area (enabling public financing of purchase and rehabilitation). It took funds from administration and put them into the rehabilitation-loan-fund avoiding detriments to areas like 14th Street depending on the funds. Another example is my support of civilianizing police clerical functions to put more officers on the street without increasing the force.



FRANK SMITH, JR. 35
2904 18th St., NW

QUESTION 1: As a result of experience in Washington and in Mississippi, I know more about how to make homeowners out of poor people than anyone in D.C. I organized and executed the Seaton Street project in Washington and the "Strike City" project in Mississippi. I also worked out the loan policy agreement with Perpetual Federal Savings and Loan. This combination of experiences would enable me to develop a comprehensive housing program for D.C.

QUESTION 2: I would like to see us, through attrition, cut back on non-essential bureaucratic structures, such as some non-essential jobs in the Departments of Human Resources and housing. I would protect dearly the budget for the public schools.

I would try and expand homeownership opportunities for the moderate income group through cooperative housing and down-payment assistance programs. Therefore, I would plan to have fewer and fewer moderate income persons in subsidized housing and more and more of them as homeowners.

QUESTION 3: I think the department of housing should concentrate on front-end assistance to help moderate income individuals become homeowners. Then, we should try and involve tenants in the management of their properties to help cut management costs.

I think a cooperative arrangement between the Sanitation Department, the Advisory Neighborhood Commissions and community organizations could greatly improve services in that area and eventually lead to savings.

Ward 1, Socialist Workers



ANTONIO J. GRILLO 31
1863 Newton St., NW

QUESTION 1: As a life-time resident of DC and graduate of DC public schools, I have a good feel for the problems DC residents face. My activity in the Wilmington 10 Defense Committee, and anti-Bakke, anti-deportation and pro-ERA groups has shown me the importance of not trusting the Democratic party to solve our problems. As a veteran, I know that spending for war is a drain on badly-needed education, medical care and jobs for DC residents.

QUESTION 2: The Proposition 13 tax revolt in California only served to give the government an excuse to cut badly needed public services, when in fact spending for health care, education, housing, welfare and jobs must be increased, with crash programs where necessary. A complete restructuring of the tax system is needed, beginning with a 100% tax on all profits. Human needs must be put before profits.

QUESTION 3: Although administrative costs may be able to be cut to some extent, the essential services these agencies provide should be expanded, not reduced. Public transportation, education, health, housing and services to the elderly are not adequate as they are now. The \$124 billion military budget is a good place to begin in looking for funding for these programs.

Ward 1, U.S. Labor



SUZANNE KLEBE 25
1801 Clydesdale Pl., NW

QUESTION 1: As a leading spokesman for the U.S. Labor Party over the past number of years I bring precisely the competence and overview of national and international affairs which is sorely lacking in the Council. This city needs overall leadership. What it does not need is local control. Local control under Dave Clark has meant disaster for 14th Street and deadly drugs for the entire city. "Neighborhoods" can flourish only if the entire metropolitan area prospers economically.

QUESTION 2: The Tax Revolt was not created by "sudden awareness" of high cost in

government. It was created by the press, Jerry Brown, and G.W. Miller who conspired to raise property assessments 400%-500% before the vote came in! The Tax Revolt must be stomped out like Shay's Rebellion and replaced by policies of industrial economic development to create the revenues to fund city services and then cut taxes responsibly. My District needs increased education and housing; NOT CUTBACKS!!

QUESTION 3: It is time to cut out the cutbacks in city jobs and increase high technology innovations. No fireman should have to fight three fires at once with no equipment! No biology teacher should have to teach lab experiments without a laboratory. Lack of productivity is a result of lack of investment in modern facilities. George Washington founded this city to be the science and culture center of the nation, not the bastion of speedup and cutbacks.

Ward 3, Democrats



JOEL D. JOSEPH 30
1412 Foxhall Road, NW

QUESTION 1: Mr. Joseph's special background in law and economics equips him to be an effective member of the Council. He has practiced public interest law (environmental and civil rights) here for more than five years. He earned his undergraduate degree in economics at Northwestern University and his law degree at Georgetown University. Mr. Joseph will be a strong advocate for those issues severely affecting Ward 3, especially unplanned land development, airport noise and regressive property taxes.

QUESTION 2: Mr. Joseph supports cutting property taxes to 1% for residential property and to 1.6% for commercial property. Property taxes will then be at the level they were when his opponent was last elected.

There is waste in the budget. Obsolete programs should be discontinued. Example: the D.C. Boxing Commission serves no purpose. Other programs waste millions with no return to the taxpayers.

City Council should reverse its salary increase to set an example of cost-consciousness.

QUESTION 3: The costs for D.C. programs can be reduced without decreasing services. Our prisons cost \$50 million annually, an astounding \$20,000 per inmate! We must make our prisons more self-sufficient by having inmates do productive work while learning job skills. Property tax assessments based on cost plus inflation, would eliminate the need for tax assessors: Tax cuts themselves can improve government productivity.

Many cost-conscious agencies can be consolidated and zero-based budgeting can streamline the D.C. bureaucracy.



POLLY SHACKLETON 68
3232 Reservoir Road, NW

QUESTION 1: My Council memberships and long-time community service provide unique training and experience. Ward Three's concerns mirror the city's: taxes, education, crime, housing shortages, pollution. My Human Resources and Aging Committee's legislation has helped cut health costs and child abuse; improved long-term care. On Finance and Revenue, we've eased tax assessments; lightened taxes for the elderly; cut bloated city budgets. I've worked closely with citizens' groups on overdevelopment, zoning; transportation, parking congestion; and inadequate delivery of city services.

QUESTION 2: Question 2 and 3 are interrelated and must be answered jointly. Harsh surgery on important city services is the wrong answer; the remedy for "budget bloat" is good management. Waste and misallocation of precious resources stem from program duplication; top-heavy staffs; inefficient data automation processes. Ill-assigned personnel means feast or famine for many programs.

Better productivity will flow from improved employee training and supervision (including effective manuals); rational utilization and assignment of employees; streamlined procedures.

QUESTION 3: The high Public Assistance error rate squanders millions annually. D.C. Village's lack of accreditation means massive loss of Federal Medicaid funds. Obsolete health fees mean lost third party reimbursements to the District. Expensive superfluous equipment lies idle while vital needs go unmet. Poor regular maintenance of facilities generates costly major repairs. Federal funds are lost because grant applications are not submitted properly or on time. Better use of government space could reduce high rental costs.

Ward 3, Republican



ALEXANDER CARTNER 46
4608 48th St., NW

QUESTION 1: The most special experience I want to share is the abilities to serve my ward and city

constituency with trust, sincerity and judgment. I have watched with much interest, this first elected council, and feel I will make a superior effort to build confidence in government and be compatible with city goals. I will bring into public service an increase of personal contact and involvement in our government.

QUESTION 2: Cuts in city services should not be necessary to compensate for the high cost of government spawned by the present elected officials. The proper approach shall be fiscal responsibility and accountability; for all legislators realize they have no mandate to continue the escalation of public funds.

QUESTION 3: It is the duty of good government to provide services to fill the requirements of its members, at reasonable cost. If the voters can bring to the city council the quality of persons who have foresight and dedication to fiscal responsibility, then the productivity-cost spiral we are in, shall be broken. I will provide the ability to work together with all council persons to increase their effort at a minimum of legislative re-runs, costing time and money to our citizens.

Ward 5, Democrats



WILLIAM R. SPAULDING 52
1905 Randolph St., NE

QUESTION 1: As the incumbent, I have four years of actual experience as City Councilman for Ward 5. I am chairman of the Committee on Education, Recreation, and Youth Affairs, and Administration and Personnel Committee, and serve on four others.

In addition, 1/4 of the District of Columbia's budget comes under my jurisdiction. This coupled with my experience in teaching, educational technology and engineering, helps me deal effectively with the complex social, economic, and technical problems of this city.

QUESTION 2: I have found no area in which services to the public should be cut. We should however, hold down costs by improving efficiency and productivity at all levels. The top-level supervisory and management staffs could be reduced in most cases, and I will push for such a review.

QUESTION 3: I strongly support the concept of a zero base budget review which would require that each program be justified on an annual basis. I introduced legislation which is now law that requires the evaluation of all youth service agencies.

This will enable us to monitor the activities of these agencies and eliminate waste and duplication. I am advocating that this process be expanded to all District of Columbia agencies.

Internships provide an additional personnel resource.



ERVIN E. PHELPS 28
2004 3rd St., NE

QUESTION 1: I have lived in Ward 5 my entire life. I am a graduate of Noyes Elementary, Langley Junior High, and McKinley High, all of which are located in Ward 5. I also attended Federal City College — now U.D.C., Howard University and Catholic University majoring in sociology and business administration. I am a member of the Washington Urban League, the National Committee for the Aging, the National Committee on Full Employment and the National Association of Black Child Development.

QUESTION 2: I strongly believe that we need all of our city services we now have, but I also feel we should freeze and stabilize the jobs that are presently in operation. The rate of unemployment is entirely too high and we are paying too regularly for unlawful welfare recipient. When we improve on these issues we would be able to make cuts in D.H.R.

QUESTION 3: Because of our complex budget cycle, it is difficult to make immediate and large changes. Many agencies have duplicate services in our city which waste a great deal of our tax dollars. For example if the telephone co. has to repair wires under the ground why not let Pepco, the department of water and sewage, and the gas company know so if there are any further repairs they can occur then. We must consolidate all of these efforts.



BERNICE JUST 57
1514 Girard St., NE

QUESTION 1: An extensive career in government and community service: director, Washington Pretrial Justice Program (nine years); director, School of Religion, All Souls Unitarian Church (nine years); program director, Northwest Settlement House (two years); budget and program analyst, HHFA (now HUD), (twelve years). Currently serving third year on D.C. Law Revision Commission (secretary; executive committee). Service on committees of United Givers Fund, Housing Opportunities Council, ACLU, D.C. Bar. Graduate, Dunbar High (1936). B.A., M.A. (religious education) Howard University.

Ward 5, Democrats (Cont.)

QUESTION 2: Government should serve the people. I would oppose any cuts in city services until optimum needs were met. Cuts clearly should not occur in: education, public safety, and public health. Increased cost effectiveness in these areas should be sought. All city operations should be reviewed with the objective of (1) determining current need, (2) setting priorities, (3) increasing effectiveness, and (4) reducing wastefulness. Only after completion of this process could one responsibly specify where cuts in city services should be made.

QUESTION 3: Red tape — needless bureaucratic procedures — undermines governmental productivity. It produces hardships for the poor, the handicapped, and the elderly — and frustration and waste of time for others. Productivity can be increased on a unit-by-unit basis, without requiring additional human energy, by critically examining current practice in each city agency and simplifying procedures wherever possible. I strongly advocate decentralized, neighborhood-based distribution of services, utilizing on-site governmental facilities such as school buildings, police stations, libraries, and ANC offices in a creative way.



ROBERT L. KING 38
3102 Apple Rd., NE

QUESTION 1: In addition to two (2) years of college study in the field of economic development, I have been extensively involved in the revitalization of the riot torn 14th Street Corridor. This includes founding and direction of a number of community service organizations which speak to the needs of a broad spectrum of community residents. In addition I serve on the D.C. Board of Appeals and Review, and the City Council Ad Hoc Committee on Housing Regulations.

QUESTION 2: It's almost impossible to be specific about such a hypothetical question. If we study "Proposition 13" in the coming months the means may not justify the end. In addition I would have to study and analyze the various city services internally in addition to the delivery system.

QUESTION 3: In reference to Housing (DHCD), has been criticized as have perhaps the most inefficient system of records. I feel a review of the present system is in order. I also think the present inventory of properties owned, numbers of tenants, disposition of properties, and etc. must be reviewed and definite constructive plans developed. Only after this process of knowing what resources you have available can you begin to speak of productivity, or cutting costs.



ROLAND RIER 31
4707 6th St., NE

QUESTION 1: As Chairman of the Utilities Committee, for the D.C. Federation of Civic Associations, and North Michigan Park Civic Association, I have received a presidential citation for my work against the utilities.

I challenge the latest attempt of Pepco to increase rates, I have filed the most complaints against the utilities than any one individual. The council needs a utility expert on the council. I have proven experience in the utility field. I would like to serve the voters on the council in that capacity.

QUESTION 2: The increasing cost of government in Washington is due partly to the following: over 5000 boarded-up homes could bring additional revenue to the city, @ \$400.00 taxes each, this could bring about \$2 million a year to the city. About \$5 million was taken from the parking meters, city taxes are not collected efficiently, the government purchase enough vapor light for 561 years, the money not collected from automobiles registration; (rented cars); cheating on medical care. Need to cut down on waste, inefficiency.

QUESTION 3: Ways to minimize the cost in service is to cut down on waste and inefficiency. The accounting system in the D.C. government must be improved. We need to employ the use of a system approach to government, the purchasing department is way out of line, anytime the D.C. government have enough vapor lamps for 561 years. The collection department is lacking, anytime, the government is unable to collect fees due to the lack of organization.



VIRGIL L. THOMPSON 31
3502 16th St., NE

QUESTION 1: A Washingtonian, Air Force veteran, entered the political process fighting a discrimination case at Georgetown. Veteran Representative, President of the Student Council, D.C. Teachers College. Worked in the Criminal Justice system; served on the Board of Higher Education, and the Board of Trustees for UDC; served as editing manager of the Columbia newspaper; selected to *Who's Who* among students, for merits in academic and leader-

ship. Community & civic worker, assisting leaders in meeting goals. Now working toward master's degree in Business Public Administration.

QUESTION 2: General Schedule rates for pay comparability from G-S 12 and above. The cuts would be redirected to an effective scheduling system to enable a more effective utilization and maintenance of resources while improving services to the community.

QUESTION 3: Reclassification and evaluation of all Wage Board and G-S employees. This would require a periodic evaluation determine if there is an excessive high cost for management.



JUANITA KENNEDY MORGAN
2705 30th St., NE

QUESTION 1: Past President, Woodridge Civic Association; Elected Delegate, International Women's Year 1977; Teacher; Real Estate Broker; Past Coordinator Social Christian Involvement, Baltimore Conference United Methodist Women; Regional and Convention Coordinator, National Black Women's Political Leadership Caucus. Directly responsible, with Kenneth C. Kennedy (deceased) for a Fort Lincoln New Town, a Federal City College, a Washington Technical Institute. Fought to stop Highways I-66, I-95 and the 10th Street North Central Freeway — taking our homes. Grassroots Awardee, Federation of Civic Associations 1967-68.

QUESTION 2: Cuts do not have to be made. There can be a re-allocation of priorities. Police protection can be reduced by allocating certain resources and monies for training and jobs for young people. Housing problems alleviated by placing young people on jobs to restore boarded-up properties both private and Government.

I would fight for an ordinance providing for restoration of homes and apartments through training and utilization of the unemployed, which would provide employment and homes for displaced persons.

QUESTION 3: Place capable persons on jobs. Institute training programs as a separate government agency or in cooperation with the schools. Demand courteous efficient workmanship. Eliminate duplication in government agencies. Implement survey and study to determine where such occur.

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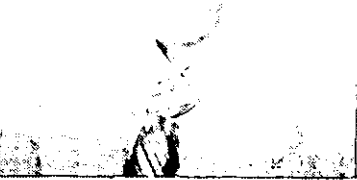
ROBERT (BOB) ARTIS
1353 Otis St., NE

QUESTION 1: I've served actively, aggressively both with credibility and accountability to my ward. My experience in legislation matters, include but is not limited to testifying before the *Congress of the U.S.*, talking with and for congressmen, testifying before the city council, school board hearings and other public forums. I have worked with and for the people through organized citizens efforts and brought solutions to some of their problems. Having edited and authored a book enables me to write and draft legislation.

QUESTION 2: If cuts are to be pushed for the citizens of the District the only logical area would be in over administrative high ranking position in the government structured work force.

In areas of health, education and public safety and programs for our citizens in mass our government can-not endure any trimmings in these areas, because it would greatly hinder the delivery services to our most needed citizens and they are our youth, senior citizens and the underemployed and unemployed.

QUESTION 3: I initiated; was largely responsible for the recent decision on commuter parking bans in Brookland; Ft. Totten. Our education system can not endure any additional cuts now, our students and faculty are being given a great disservice in recent cuts-the freeing up push for boarded houses will increase, the sales through refurbishing and also make jobs for some, hence give adequate housing for families and our elderly citizens, who should have homelike, living conditions as much as possible.



JOHN M. (JACK) THORNTON 65
1736 Allison St., NE

QUESTION 1: Education: I studied Political Science at Catholic University.

Practical Experience: I served as chairman of the Labor Advisory Commission from 1942-1947, served as the Public Relation officer for United Steelworkers of America (AFL-CIO) here in Washington, D.C. from 1957-1974, and served as member of D.C. Police Commission from 1969-1972.

QUESTION 2: If the City Council reduces its 126 staff members to its proper level, there will be no

necessity to cut services in the D.C. area. But if services must be cut, I would start with the overall picture of services confined within the District Building.

QUESTION 3: Transportation: By increasing rate of travel of the buses or by adding on additional buses, one could increase the number of individuals over the regular passenger route by 50-100% depending on the number of spaces each added vehicle would have in the same space of time.

Ward 5, Statehood



REV. STEVEN D. ABEL 30
20 Adams St., NW

QUESTION 1: I am a native Washingtonian. I attended Howard University and received a B.A. in sociology in '69 and in '73 I received a Master of Divinity from the School of Religion at Howard U. I have been active in community affairs and have helped our community solve its crisis, the most recent being the Hanafi takeover of D.C. The people of D.C. trust me as one who cares and is concerned for their welfare.

QUESTION 2: I would hope that we could muster enough imagination to discover ways of preventing cuts in our city services. However, if cuts in city services become necessary, I strongly feel that we can not afford to cut any vital Human services to the elderly, dependent children, those in need of housing and our schools. We must negotiate, in good faith, with the people of this city before seriously considering any cuts in city services.

QUESTION 3: I feel that if the heads of each of our government units were required to give greater accountability for the productivity of that unit, then the unit would be more functional. A weekly face-to-face encounter with the District citizens by the Unit heads would keep everyone informed as to what's needed, desired and most of all, what is being done.

**Polls
Open
7am to
8pm**

Ward 6, Democrats



PAT PRESS
727 10th St., NE

QUESTION 1: I am a native Washingtonian who has attended grade schools, high school and college in the District. I received a B.A. degree from American University, and received my Master's in Social Work from Howard University over eighteen years ago. I have been instrumental in the planning, development and implementation of national political action efforts involving the Civil Rights Act of 1964, 1965, and 1967, home rule lobbying efforts, education programs aimed at reducing truancy, and a great many number other projects.

QUESTION 2: What we really ought to be addressing is not how one would cut city services, but first of all how one would attempt to 1) evaluate current services; 2) make appropriate recommendations and changes to fully and totally maximize city government potential for delivery of city services. This is extremely important because this city is already beset with a serious unemployment problem, and a cut in city services would probably mean a cut in person-power as well.

QUESTION 3: I am a strong believer in "Accountability." When we address ourselves to this issue of minimizing justified cuts in city services, it is incumbent upon us all to simultaneously discuss ACCOUNTABILITY. In other words, a revival of the spirit that "the buck stops here." Along with ACCOUNTABILITY of course, comes the issues of responsibility, integrity, and an overwhelming sense of dedication to one's community. This theme of ACCOUNTABILITY applies to each and every facet of a government unit.



GEORGE GURLEY 50
239A 12th Pl., NE, #1

QUESTION 1: I was raised in D.C. I served twenty years in the U.S. Military as an Administrator/Manager. Twice elected ANC Commissioner. Earned my degree in Urban Studies at Federal City College. As a community activist, I have demonstrated and fought against redlining, speculation, excessive rise in property taxes, and the weak rent control bill. I have

assisted evicted families in finding emergency shelter, and many other problems confronting the residents of D.C.

QUESTION 2: I would cut agencies' request in maintenance and equipment before cutting supplies and salaries. I would distribute surplus funds to salaries and wages ahead of other categories. It is only after all other categories have been cut that reduction of salaries and wages are ordered.

QUESTION 3: In the area of housing, there should be a general re-organization of the current housing programs which has caused inefficient implementation and management. I would demand worker and administrator accountability, also, the hiring of more workers and fewer administrators.



NADINE P. WINTER
1100 K St., NE

QUESTION 1: I am seeking reelection based on my record. During this first term, the delivery of services to Ward Six has improved and my office has processed close to 4000 requests for constituent services. I have been working with people for over twenty years and have a keen knowledge of the resources which can be brought to bear on any given problem. I also value my reputation for honesty and integrity in dealing with people.

QUESTION 2: Although I question the validity of the assumption that there is a "tax revolt" in the District, as legislators we must anticipate such an occurrence. Should such cuts ever have to be made, we would have to look at the situation at the time with an eye to trimming any fat in our budget. We cannot afford, however, to make cuts in services affecting the health and safety of District residents.

QUESTION 3: One way of increasing productivity is to tie merit increases and other employee incentives to productivity. I believe people work harder and more efficiently when they can anticipate increased compensation or benefits. In housing and community development, the city needs to maximize its potential for getting and utilizing federal grants and other resources to supplement local revenues. We must reduce the cost of housing production and move more rapidly with projects to reduce the impact of inflation.

DAVID HALL
1338 K Street, SE
Did not respond.

Vote... share this guide!

ABSENTEE VOTING

You may vote absentee if you are absent from D.C. on September 12, or physically unable to go to the poll. Applications for ballots must be sent to Board of Elections and Ethics, District Building, Washington, D.C. 20004 by September 5, or go in person to the District Bldg., Room 7, 14th and E Streets, NW, by September 8. All ballots must be in the hands of the Elections Board by the time the polls close September 12.

Ward 6, Statehood



ANTON V. WOOD 29
522 3rd St., NE

QUESTION 1: For the past eight years, I have worked hard to help improve the quality of life in this city. This commitment ranges from helping citizens obtain assistance from vital city agencies to representing consumer interests for equitable utility and Metro rates. Aiding citizens while serving as a public member of the D.C. Neighborhood Reinvestment Commission and the first Chairperson of Advisory Neighborhood Commission 6-A.

A political science degree with solid analytical background on the cost effectiveness of governmental programs.

QUESTION 2: This city needs to restore a sense of balance to its economy by aggressively attracting non-polluting manufacturing firms. The energy industry, especially solar & weatherization products, are good examples. This step would reduce unemployment and strengthen the city's tax base. We should not reduce services below the current subsistence level. D.C. water quality and sewage treatment capacity are becoming serious problems. We can save substantial sums with a cautious approach in the capital improvement budget by eliminating the convention center.

QUESTION 3: With more imagination and public responsibility METRO might develop into an effective transportation system. Neighborhood oriented bus fleets should be established, similar to Maryland's "Ride On" plan, to service areas abandoned by METRO. During pollution alerts lower fares should be instituted to discourage auto travel. Eliminate the current double-decker bus/rail fare schedule which causes undue delay by forcing transfers between systems. The Double-Decker schedule accelerates decline in bus service to create a subway subsidy.

VOTER INFORMATION

Voters Service, League of Women Voters 785-2619 10 am to 3 pm.
Board of Elections and Ethics 347-9725 8 am to 5 pm.

Registration Information

Registration is permanent in D.C. If you have previously registered and have voted at least once in the last four years you are still registered.

• If you are not now registered it is too late to do so for the Primary.

• To vote in the General Election Nov. 7, register between Sept. 13 and Oct. 8. You may register by mail. Call 347-9725 or 785-2619 for additional information.

DEAR VOTER,

If you think the information in this Guide is helpful and if you believe that each of us has a job to do in making our government work — YOU should be a member of the D.C. League of Women Voters. Any person 18 years of age or older and a U.S. citizen may join the League. Call 785-2616 for membership information.

SECOND

PRIMARY

BALLOT

EXPLANATION OF THE DEMOCRATIC PRIMARY BALLOT TO ELECT DELEGATES TO THE NATIONAL DEMOCRATIC MID-TERM CONFERENCE, DECEMBER 1978.

A second ballot section will be given to each Democratic voter at the September 12 Primary in addition to the ballot for Delegate, Mayor, and City Council. The purpose of this ballot is to elect the District of Columbia delegates to the National Democratic Mid-Term Conference to be held in Memphis, December 8-10, 1978.

For this purpose, the District of Columbia is divided into two "Congressional Districts." Congressional District #1 consists of Wards 1, 2, 6 and 8. Congressional District #2 consists of Wards 3, 4, 5 and 7. One delegate man and one delegate woman will be elected from each Congressional District.

Voters may vote only for one man and one woman (two total). Any ballot marked more than twice will be invalid.

Nominees were nominated at caucuses in each ward on June 20, 1978.

This election, as described above, will elect a total of four delegates city-wide: two women and two men, one each from each "Congressional District."

Candidates for Delegate to the National Democratic Mid-Term Conference, December 8-10, 1978 (In Ballot Order)

Congressional District #1

MALE (Elect One)

Russell Paxton
Petur Williams
John Isaacs
John Warren
Robert Ellis Smith

FEMALE (Elect One)

Mary Eva Candon
Jeanette Michael
Chineeta McGuire
Sue Crescenzi
Imogene Brown
Tayloe Ross

Congressional District #2

MALE (Elect One)

Les Butler
Alex Spinrad
Barry Wiegand
Phil Pannell
Odis Von Blasingame
Andrew Corley
William Blount

FEMALE (Elect One)

Marion L. McLatchy Hemily
Romaine Thomas
Jessica Smith
Ada W. Carter
Barbara Bell Clark
Ethel D. Lee
Ruth Jordan

Polls Open 7am to 8pm