

Below is the unedited questionnaire response of:

Natalyn Archibong
Atlanta City Council
District 5

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.
- I. Qualifications & Support:
 - a. **Qualifications of Natalyn M. Archibong:**
 - i. Fourth Term on the Atlanta City Council
 - ii. Formerly served as President Pro Tempore of the Atlanta City Council
 - iii. Served on eight Atlanta City Council Committees, including
 1. Chair, Atlanta City Council City Utilities Committee for seven years;
 2. Chair, Atlanta City Council's Community Development/Human Services Committee;
 3. Committee on Council;
 4. Finance Executive;
 5. Legal Administration;
 6. Public Safety;
 7. Transportation; and
 8. Zoning
 - iv. Leadership Atlanta, Class of 2003
 - v. Education:
 1. Juris Doctor Degree, University of Georgia
 2. Master of Public Administration, Georgia State University
 3. Bachelor of Arts, Georgia Southwestern University

My major supporters include:

Imagine Memorial Committee Members – The Imagine Memoria Initiative was a concept I developed, along with Professor Dobbins and his Georgia Technology graduate students, to reimagine the Memorial Drive corridor. The corridor stretches from Capital Avenue to Candler Road, and intersects with MARTA, the Atlanta Beltline, Georgia Department of Transportation, Fulton and Dekalb County Planning Departments, and almost every neighborhood in Council District 5. This initiative was recently awarded an LCI planning grant. Several of the major commercial real estate developers who have projects under construction on Memorial Drive have financially supported my campaign. These developers are currently participating in the Imagine Memorial Initiative and working with neighbors and other stakeholders to make this corridor more walkable, bicycle-friendly, and to mitigate vehicular congestion.

Save Ormewood Forest Group – a group of dedicated neighbors who are fighting to save approximately 8 acres of forested land that the city is seeking to acquire.

Pastor William Flippin, Greater Piney Grove Baptist Church – he is the pastor of one of the largest churches in this area. Pastor Flippin has been a supporter of mine for more than fifteen years. It is wonderful to have Pastor Flippin's support because he has been a staple in the community for more than 25 years, and he serves as a constant reminder of how far District 5 has evolved over the years, as well as our growing potential. Additionally, he reminds me of the importance of the faith based community in the city of Atlanta, and the importance of being inclusive of all views and religious beliefs.

Russell Rainey, Owner and CEO, Rainey Wear. Mr. Rainey operates a small manufacturing business in the Kirkwood Community. Mr. Rainey's support is important because small business ownership is critical to our city's growth. Through working with Mr. Rainey on various projects, I have learned firsthand the challenges small to mid-sized businesses face. He also serves as a sounding-board for me whenever I am considering economic-related policy initiatives.

Chris Appleton, the executive director of Wonderroot, has helped me to have a deeper understanding of the challenges faced by small to mid-sized artist organizations within Atlanta.

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

As a four-term incumbent, I am intimately aware of the critical issues facing our city. During my tenure on the City Council, we have experienced the challenge of funding the water/sewer consent decrees, acts of God including the 2007 tornado and the floods of Vine City and Peoplestown; the economic recession of 2008 and beyond. As a city, we responsibly and aggressively tackled each problem and in the course of doing so, learned more about our strengths (we are more fiscally responsible) and our weaknesses (we need to become better at emergency response – from snows to floods). I want to build on the lessons learned to assist in strengthening Atlanta. We are working to become a more sustainable city, a greener city, a safer city, more transit oriented, and a place where companies and people want to live and to thrive. In Council District 5, we have recently faced severe public safety challenges. The communities within District 5 deserve to have an experienced and dedicated public servant to assist them in obtaining sustained public safety resources from the city. Similarly, these constituents deserve a public servant who knows and understands our local government, and has built over a decade of professional relationships and experiences which will further our collective goals relative to zoning, infrastructure improvements, safety, and the delivery of basic city services.

I specifically envision a city that is:

SAFE: Atlanta must be a city that is safe. Safety involves having highly trained public safety personnel, led by knowledgeable, respected and forward-thinking leaders. All public safety personnel must be paid competitive wages, have the best equipment available, and be rewarded for attaining additional training and certifications. It also means that we focus on community oriented policing. Neighbors and their beat officers must know each other and support each other in the effort to keep our communities safe.

SMART/SUSTAINABLE: Atlanta must be a city that values and pursues a green economy (incorporating energy efficiency in building standards, creating jobs in the environmental space, and encouraging residents and visitors to be energy efficient and to be active recyclers). The City must negotiate an agreement with Comcast, Google Fiber and other internet service providers to ensure that low income families have access to the internet.

STREETS/INFRASTRUCTURE: Atlanta must be a city that is walkable, bicycle-friendly, drivable and have great access to transit. We must take active steps to reduce congestion and encourage people to use alternative forms of transportation. The Renew Atlanta bond will allow the city to partially address our infrastructure backlog. We need a dedicated funding source that will allow the city to fully address that backlog, and to allow the city to continuously maintain its infrastructure. We need to strengthen the coordination between MARTA, the Beltline and regional transit systems, to make these transportation options more attractive to more residents. The goal is to reduce congestion by providing viable alternatives to driving a personal vehicle. We must also incorporate bicycle safety into all our transportation improvement initiatives.

AFFORDABLE HOUSING: Atlanta must be a city where affordable housing is available for our legacy residents, new comers and everyone in between. We must adopt an inclusionary zoning policy, and work with partners to create a sufficient capital to support affordable housing development on an ongoing basis.

ECONOMIC DEVELOPMENT: Atlanta must be a place where businesses thrive. We must have a strong and prepared workforce. We must encourage economic development to occur all across the city, so that every neighborhood will have the benefit of a nearby employment center, as well as accessibility to goods and services. As an international city, we must strengthen our ties globally, so that we can continue to be the transportation hub of the southeastern region of our country.

WATER: Atlanta must be a place where there is an ample supply of clean water. The delivery of this water must be done at a cost-effective level, and with a focus on conservation and protecting our environment. We must continue to meet the Clean Water standards, and we must allocate sufficient funds to address on ongoing maintenance needs. The City should adopt a storm water utility to create a dedicated funding source for the mitigation of storm water. We must also continue to complete the Consent Decree sewer work, as well as allocate funds to maintain that system.

EDUCATION: Atlanta must be a strong advocate for the Atlanta Public School (APS) system. The students educated through APS must be prepared for post-secondary pursuits or for the job market. The City, through Workforce Georgia and Invest Atlanta, must forge a stronger partnership with APS, to ensure that employers have a direct pipe-line from APS graduates to employment and training programs. We must work together on initiatives such as afterschool programs and truancy. Educational excellence must be the minimum standard for every student in APS.

3. Please identify the three greatest issues or problems facing the City of Atlanta and specifically how you would work to solve them.
 1. Affordable Housing. With rising housing cost across the city, and especially in communities near the Beltline, there a severe shortage of affordable housing. We must hold the Atlanta Beltline, Inc. to its commitment of providing 5,600 additional affordable housing units around its 22 mile loop. The city must adopt an inclusionary zoning policy that will provide enough requirements and incentives for developers to incorporate affordable units in their developments.
 2. Transportation/Congestion: We must find a way to mitigate traffic congestion in Atlanta. The expansion of MARTA will likely result in increased ridership and less vehicles on the roads. The implementation of the Connect Atlanta Plan along with the completion of the transportation projects through Renew Atlanta, will make a significant improvement in traffic congestion through its signalization coordination projects, and intersection improvements at key corridors.
 3. Public Safety: Citizens expect and deserve to live in a safe city. We must hire and retain the appropriate number of sworn officers to patrol our communities on a 24-hour basis. We must increase our community policing efforts, and increase the number of cameras on our major streets.
4. As a City Council member, how would you manage collaborating with your colleagues on difficult citywide issues versus representing your own constituents?

In my view, a district council member has a duty serve their district, and the entire City of Atlanta. The first step in collaborating with colleagues is to find a space of mutual interest and concern. We are all concerned about public safety, clean water, saving money for our rate payers, etc.. Finding the common denominator between the interest at the district level and the concern on the city-wide level, is a key to moving forward in the collaboration process. Another key is to listen with respect. Every elected official has a unique personality, and background. Actively listening to hear the points of difference, and then finding a way to either address those issues/concern or to find an alternative approach.

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?

Today, our financial position is strong. The great recession of 2008 taught us valuable lessons. The city council must consistently monitor economic forecasts, and continue to maintain a healthy a reserve that is not easily accessible. I strongly support setting aside a percentage of the general fund budget to be placed in a reserve "lock box" for debt service in the event of an unforeseen crisis. In addition, we must continue to use an external auditor to review our books on an annual basis. Regarding additional financial management tools, I support strategies that will increase the efficiency of financial management operations, and that will result in improved services for citizens and businesses. We must take meaningful steps to facilitate open and transparent city government operations.

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

I have the unique experience of representing constituents who live in both Fulton County and Dekalb County. Recently, it was shocking to learn that some Fulton County constituents saw a 50% increase in their valuation, while the Dekalb constituents generally saw less drastic increases. I was pleased when the board of assessors in Dekalb County voted to adjust their valuation to be comparable to the Fulton County assessment. This situation magnifies the difficulty people face when drastic jumps in property tax assessments result in increased property taxes. I believe that property tax assessments should be frozen for seniors over the age of 65. I also believe that the city should rollback our millage rate to insure that an increase in property valuation does not result in an inadvertent increase in taxes.

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

I think the MOST is very important financing tool for the residents of the City of Atlanta. Following the adoption of the MOST, the council adopted an ordinance that required the MOST funds to be used to offset the cost to the rate payers on their water and sewer bills. As the result of the MOST, the City has not raised water/sewer rates on an annual basis. Currently, the City is utilizing a pay-as-you-go approach to non-consent decree projects. I like this approach because we are not incurring more bond indebtedness to complete these projects. Effective this year, the council authorized the use of a portion of the MOST to fund storm water projects. I support this use of MOST funds because we do not have a consistent funding source from which to pay for stormwater management projects. I would like the city to create a stormwater utility to provide a consistent funding source to mitigate flooding across the city.

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

The city's procurement process needs to be changed to eliminate the possibility that our current process allows for "pay to play" to thrive. Although investigations into these allegations are ongoing, it is imperative that the city restore the public's confidence and trust in our procurement process. To that end, I would support the utilization of an independent body to review all bids submitted for city work. I would also support reducing the number of special procurements and sole source procurements to only those that are clearly documented emergencies or to instances where there is ABSOLUTELY no competition.

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

As an elected official, I have a duty to ensure that we have protections in place to insure ethical and transparent management of resources by city employees. I support placing all financial transactions on the City's website. My current city council transactions have been voluntarily placed online for public access. All city financial transactions need to be posted on the city's website on a monthly basis, department by department. The online expenditures should be cross-

checked with the city's annual budget and with legislative items authorizing each disbursement. Each Council committee of purview for each department, should require each Commissioner to reconcile their expenditures against their departmental budget on at least a quarterly basis, at a regularly scheduled council committee meeting.

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

First, I would prioritize local businesses looking for assistance from Invest Atlanta. These businesses likely hire local residents, and ensure that Atlanta is a place where people can work and live. Secondly, I would prioritize business seeking to expand or to relocate to Atlanta by giving them financial incentives through Invest Atlanta, in exchange for these companies providing good paying jobs for the residents of the city of Atlanta. Finally, I would make sure that our business tax structure was competitive with other jurisdictions, and that the building permit process were streamlined, and efficient.

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

I would work very closely with the Atlanta Housing Authority to insure sufficient housing is available for residents making 50% and below of the Area Median Income. Next, I support using a percentage of the new MARTA tax to support transit oriented development near all of its stations. The increase in affordable housing near MARTA stations would also lead to increased ridership. According to some authorities, if 5% of the new MARTA tax is used in this way, the 5,600 deficient in affordable housing around the Atlanta Beltline could be quickly offset. I also support the utilization of Inclusionary Zoning, and establishing a dedicated capital fund to be used to encourage developers to include more affordable housing units in their proposed developments. Finally, I would like to revise our zoning regulations to allow more density and the use of tiny houses in appropriate instances.

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.

Workforce Georgia (formerly known as Atlanta Workforce Development Agency) should be utilized to provide training to meet the needs of existing and emerging businesses. The new administration should strive to develop partnerships with Atlanta Technical College and other training institutions, to increase the skills of residents so that they can compete for higher paying jobs. Workforce Georgia should be encouraged to do more skill building in the tech sector and other areas predicted to be in demand in the near future. Finding ways to build the skills of people with low to mid skills, particularly through additional training in the tech sector, will improve the workers' chances for economic mobility.

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.

1. The city must eliminate its backlog in sidewalk improvements across the city. For Atlanta to be a walkable City, we need to have great sidewalks. A walkable city is a healthier city. In addition, broken and missing sidewalks have cost the city millions of dollars in paying off personal injury claims. We must address this situation immediately.
 2. The city must secure funding for transportation around the Beltline. The city has invested in the parks and trails and we have secured funding to acquire the remaining portions of the 22 mile loop. Now, we need to prioritize securing sufficient funds to begin implementing Beltline transit.
 3. The city must secure funding to fully implement the Connect Atlanta Plan. This comprehensive transportation development plan will assist the city in reducing congestion while insuring equity and progress as the city strives to develop a sustainable, world-class transportation system.
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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?

The City must continue to pursue the expansion of our fiber optics network to facilitate the installation of cameras connect to the Police Foundation's Video Integration Center. We must also install license plate readers as a supplement to the camera installation project. I believe that the presence of an increased number of cameras will improve the real and perceived sense of safety around our city. We also need to have cleaner streets and public spaces. I support the expansion of the adopt-a-block and related programs to encourage citizens and groups to take responsibility for keeping their designated areas clean.

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 was very supportive of the proposal to impose a partial penny sales tax within the City for arts funding. We should continue to pursue this funding option in 2018. In addition, I support the allocation of a set percentage of the general fund to be used to fund art and cultural organizations. I have legislation pending that would establish an Arts Council charged with the responsibility of drafting a city-wide Arts Plan. Once this plan is adopted, we should dedicate a set percentage of general fund dollars and pursue grant funds, to fully implement that city-wide arts plan.