



Below is the unedited questionnaire response of:

Peter Aman
Mayoral Candidate

2017 Candidate Pre-Interview Questionnaire

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

The next mayor of Atlanta assumes office at a critical juncture. The city will be re-zoned, and billions in tax referenda proceeds are coming online just as the population is booming. We must harness these opportunities to continue excellence in a competitive global economy while ensuring we remain a livable, welcoming city against the backdrop of increased pressures on our infrastructure. That is the challenge facing the next mayor.

Success will only be possible if the next mayor uses a collaborative leadership approach. Atlanta needs a consensus builder. City Hall cannot exist on an island. The city must partner with agencies like the Atlanta Public Schools and MARTA as well as the surrounding counties, the region, and the state. To bridge this divide we need an experienced, ethical hand at the wheel who is able to work with Democrats and Republicans. We need someone who is intimately familiar with the four areas that dovetail together to make Atlanta the city we know and love: the public and private sectors, the civic community, and the people.

I know the ins and outs of government from my time work with the city from 2002 to 2015. From 2001 to 2004, as a private citizen, I led a team of pro-bono consultants to Mayor Shirley Franklin, helping solve some of the city's greatest challenges. We helped Mayor Franklin address a 20 percent budget gap and put the city on a path to begin tackling its infrastructure backlog. From 2005 to 2009, and again from 2012 to 2015, I continued this pro bono support by working with the city and the Atlanta Committee for Progress. From 2010 to 11, I served as Mayor Kasim Reed's Chief Operating Officer, where I managed about 8,000 employees – including 18 direct reports – and the day-to-day business of the city.

I understand the private sector as evidenced by the nearly 30 years I spent as a business leader helping some of the world's largest and most complex companies improve. And I am no stranger to the non-profit world either. I have served as a founding board member of the Atlanta Police Foundation and the Westside Future Fund, as well as the founding board chair for Partners for H.O.M.E. – a non-profit coordinating support services for the homeless in the city. Other non-profit organizations I have aided include the Metro Atlanta Chamber of Commerce, and the Woodruff Arts Center, among others. I also conceived of and helped Mayor Franklin create the Atlanta Committee for Progress.

The public support I've received from some of Atlanta's leading figures affirms that I am indeed the right candidate for the job and that voters are looking beyond a crowded field of career politicians who feel the position of mayor is owed to them or is their birthright.

The next mayor of Atlanta must govern with a mindset of preparing the city for the next 40 to 50 years.

That's why I am proud to have every day but civically active citizens like Jamison Jones in my corner. As a Millennial civic activist and father of three, he and his family will be most directly impacted by my policy platform. Jamison knows that I will be a leader whose policies provide inclusive growth for this generation and the next. The fact that he is on our team, that he believes, as I do, in our campaign to advance Atlanta together means a great deal.

It was an honor to receive the endorsement of Leslie Ward, our former City Auditor, who just vacated the position after nearly 17 years of service. Her support shows that those in the best position to judge agree with what I have said all along: I am the most ethical candidate in this race. As mayor, I will make sure you have an honest, transparent government that you can be proud of.

Atlanta City Councilwoman Yolanda Adrean is also supporting my campaign. Councilwoman Adrean has served as chair or vice-chair of five of the seven Council committees, including finance, and has a deep understanding of the city's challenges and opportunities. By endorsing my campaign, she sends a clear message that despite serving alongside so many other candidates for mayor, I am the one she trusts to lead Atlanta to be a good steward of the city's fiscal health.

Former Councilwoman and Atlanta Regional Commission Board Member Clair Muller endorsed my bid. As with Councilwoman Adrean, she too has worked alongside many of my opponents and opted for an alternative to the status quo. In a press release announcing her endorsement, Muller said, "Peter is the one candidate who understands the need for a regional approach to solving our traffic challenges through transit and expanded transportation options."

Finally, I would list former Atlanta Board of Education member Mark Riley. This underscores one of the key policy differentiators relative to the field. I have said from day one that I will be the "Education Mayor." I will bet whether I have a second term, or not, on whether I have been a true partner to the Atlanta Public Schools by laying the groundwork to achieve results in early childhood and K-12 education. And I mean it. Having his support shows that I will be able to appeal to the education stakeholders I'll need to be effective in helping our children succeed.

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

Before I filed to run for mayor, I went on a listening tour, meeting with hundreds of people from all walks of life. As a candidate, that number is now in the thousands. What I hear over and over again is that people want a mayor who listens, a City Hall that cares. That's why I talk about advancing Atlanta together.

My vision is simple but powerful: When I walk out of City Hall on my last day in office as the 60th mayor of Atlanta, I will know – and the people will know – that we did this together. We advanced Atlanta, together. We believed in this city, together. We shared in the growth and prosperity of this city, together.

Atlanta needs a mayor who looks beyond the next election. Where some of my opponents may be looking at the next term, I'm striving to make an impact that will be felt 30, 40, or 50 years down the road.

In the Atlanta I envision, we harness the coming population boom, merge it with our natural resources and leverage both to achieve even greater economic growth. We will attract jobs by becoming an even better place to do business, for those small and large. We will re-orient our economy to prepare for the future so that when technologies like Autonomous Vehicles further develop, they develop here. That growth also happens on the supply side. As mayor, I will invest more in workforce development and re-training to ensure Atlanta remains a city where everyone can thrive. Specific top priorities to make this a reality include a focus on public safety, mobility, education, economic development including arts and culture and green space, and improvement of basic city services. My website includes more detail on my policy proposals than any other candidate's campaign page. I invite you to visit peteraman.com to review the depth of our approach and our thinking.

I will also strive to make sure everyone gets to be a part of that growth. Neighborhoods will have a seat at the table, a voice. We will proactively reach out to communities and ask them what they want their future to look like. We will take the time to hear what stakeholders, which include neighborhoods and activists, have to say.

Every pocket of Atlanta has its own identity, its own definition of livability and strength. Growth should not take away from that. It should not tear at who we are, but rather bolster it and bring us closer together.

That is the Atlanta I envision. It is a thriving, growing city with a place for everyone, an Atlanta that is at once hospitable to individual neighborhoods each, with their own individual character, but also one which has a cohesive shared identity that makes us all increasingly proud to call this city home.

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

There are three significant opportunities facing the city that will shape it for the foreseeable future.

Preparing for the doubling, and possibly even tripling of our population.

Research from the ARC and others shows our population will swell in size, doubling at the least, by 2046. There are a number of areas we must address now to ensure we do not fall victim to our own growth.

- I have already mentioned the near \$14 billion in transportation and infrastructure spending the next mayor will help shepherd. This includes monies for MARTA expansion and enhancement that voters approved in the Nov. 2016 referendum – including a potential federal match, \$6 billion for the expansion of Hartsfield-Jackson International Airport, completing the Atlanta Beltline loop, and more. I will work to ensure your tax dollars are spent effectively and transparently so that we can remain a mobile, vibrant city. In addition to the \$14 billion that's already in the pipeline, we must find funds to further improve our pedestrian and bicycle infrastructure so that as we become a denser city, we have safe alternative modes of transportation to single-occupancy vehicles, particularly for short trips.
- We must also ensure our water and sewer system is ready for the increased demand that comes with population expansion. This is a regional issue, as growth will extend to the entire metro region. We must upgrade our water and sewer system to meet increasing demand while providing clean, potable water at affordable rates. My response to question seven further addresses this topic.
- Another critical component of preparing for the future is righting the ship on an area where our systems are failing – affordable housing. This is more than making sure renters can afford to live within the city, this includes protecting the ability of existing homeowners to remain in their domiciles. We cannot allow the people who built the city as we know it to be pushed out because of rising rents and the tripling of property taxes. I am highly supportive of programs stemming from the Housing Opportunity Bond. I would also like to deploy less traditional policies such as partnerships with Community Development Corporations and Community Land Trusts to give Atlantans more and more local autonomy when it comes to designing neighborhoods and defining the value of homes. I will address this in even more detail in questions seven and 11.
- In 2001, as a pro-bono consultant to Mayor Shirley Franklin, she and I discussed the need for 2,000 police officers. Nearly 20 years later, we are at less than 1,800 officers although our population has increased significantly. We must address the retention issue with police and fire and bring these departments back up to full force so that we can properly prepare for a growing population. The safety of our citizens depends on it. We also need to look at expanding the police force beyond 2,000 to ensure faster response

times and allow officers the ability and time to perform compassionate, community-oriented policing.

Expanding and enhancing learning opportunities for citizens of all ages.

I repeatedly hear from entrepreneurs and CEOs that they cannot fill good-paying positions with local residents due to education and skills gaps. This is unacceptable given we have high rates of unemployment within certain sectors of our population.

- Access to jobs and opportunity starts with an education. Our city is ranked as one of the worst places to be born into poverty, with a child born into it having a four percent chance of breaking the cycle and moving up the income ladder. This should alarm and outrage us all.

Critical to any solution, we must ensure that all Atlanta's children from birth to age three have access to high-quality education that gets them Kindergarten-ready and on the path to succeed at Atlanta Public Schools, homeschool, or other educational avenues their parents pursue.

As mayor, I will work with nonprofit providers such as the YMCA – and smaller early learning centers – to provide free, needs-based access and ensure every child in Atlanta has the tools they need to succeed.

- In addition to making sure our youth are APS-ready, we must also provide an on-ramp as they graduate and seek work, vocational education, or a traditional four-year college degree. I will work with APS to help link students to colleges, universities, and employers long before their senior year of high school so they can graduate with a plan for the future.

I will also work closely with the civic organizations such as Literacy Action to ensure working parents have the support needed to improve their quality of life, grow in their career, and provide for their families.

Create job centers and economic development across the city.

For a city to work well, its citizens must have access to good paying jobs. And improving access to employment often goes beyond a high school diploma.

- Atlanta has a number of highly successful workforce training organizations like Westside Works. As mayor, I will help facilitate an expansion of these types of programs – potentially tenfold – by leveraging the bully pulpit of the mayor's office to integrate non-profits, foundations, employers, and other stakeholders.
- I will also bring together our university systems and employers-- through the Atlanta Committee for Progress and similar groups -- with city agencies such as the Atlanta Housing Authority and Invest Atlanta to improve collaboration between college students,

academia, and the city. The goal is to find solutions to recurring economic development matters, particularly south of I-20. Additionally, we will establish a relationship with entrepreneurial schools such as Georgia State's H.J. Russell Center for Entrepreneurship within the Robinson College of Business, the city's economic development arm, and the broader business community to provide even more incubation and investment opportunities right here in Atlanta.

4. As Mayor, what would be your goals for your first 100 days in office and what would be your approach to achieving them?

As mayor-elect, I will begin building out and strengthening relationships that will prove critical to the kind of coalition-based leadership that is necessary. This means extensive outreach to leadership at the state, across nearby counties, at MARTA and APS, on City Council, and across the city.

My first 100 days will then begin with key personnel decisions. I will select a cabinet that is both highly-qualified and very inclusive. I will set a tone on ethics by personally training the 8,000+ city employees on a clear definition of right and wrong to establish a culture of integrity. I plan on requesting an audit of the parks system and tree ordinance to ensure we remain "The City in a Forest," while also being a welcoming city for growth and development. The city can also benefit from an internal audit to find areas to improve service and efficiency, and that can happen right away as well. We must look at internal procedures to help uncover inefficiencies and best practices. Our technology also needs a review to ensure a high level of cybersecurity. Further, I will begin a review of the security systems at our sensitive sites.

Once the foundation is in place, I will begin laying the groundwork for some of my planned longer term undertakings mentioned above. This will include a commission to review our Neighborhood Planning Unit system. It will also be a time where I would begin piecing together the resources and network necessary to move our early childhood program from an idea to reality.

In 2001, I helped then Mayor-elect Shirley Franklin prepare for her first 100 days in office and ultimately produced the Bain "turnaround report" to address wasteful spending and ensure City Hall worked for the citizens. My time as COO for the first two years of Mayor Reed's first term and as a consultant on billion-dollar business transitions in the private sector offer further evidence that I possess the will and the skill to effectively plan and execute a clear strategy at this nascent stage.

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?

Atlanta's current financial position is strong currently but it still faces a long term structural deficit. I'm proud of the work I did under Mayor Reed to lead the overhaul of our pension system and cut costs, which got us on the road to where we are today: A strong bond rating and sturdy cash reserves.

That said, as a city with only about eight percent of the metro population, but many of the most expensive challenges that go along with dense areas, we have an ongoing structurally broken business model. In addition, the nature of economic cycles suggests that we will see some level of recession in the next four to eight years. And even if that is controlled for, all it takes is one vote of City Council to create an unfunded liability to put us back on a path to insolvency. That is why we must be ever vigilant. It is also why I so often stress my proven record on this front. Atlanta can trust my steady hand on the budget.

To address our ongoing challenges, we need to make sure we both cut costs ourselves where/when we can by using many tools (e.g., spans and layers analysis, zero based budgeting, process re-design, etc.) and look to partnerships with the state and surrounding jurisdictions to reduce costs (e.g., partnering on jail space, regional purchasing cooperatives, joint operating agreements for major assets, etc.).

As we explore solutions to regional problems such as mass transit, that should also open the way to regional financial assistance from the state, counties, and other service recipients.

Finally, the city and its stakeholders need to put more effort into five, 25, and 50-year financial and infrastructure planning and spend more times discussing both the challenges and opportunities we face. A prepared city is a resilient city.

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

As mayor, I will partner with Fulton County's tax assessor's office to execute a plan for city wide reassessments to be completed every two to three years using outside resources expert in this area. If through better assessment processes we cannot consistently get more accurate fair assessments, we will work with the governor and state legislature to pursue other solutions. This has been an ongoing problem for years and it must be immediately addressed.

We need to remain competitive and increase affordability in the city. So, I believe we do not need property tax increases and also I think we must look at options to limit or spread-out annual assessment increases.

Additionally, we must figure out how to make it easier for people to stay in their homes, including our senior citizens.

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

Atlanta features numerous aging pipes and an inconsistent water supply. In some cases, sewers are at 80 percent capacity on average. This makes Atlanta prone to flooding and negative outcomes like the recent boil water advisory. This while the Chattahoochee River and Lake Lanier are some of the most volatile primary water sources seen anywhere in the country for a major metropolitan area near our size.

It's clear why we need a consistent funding stream for water and sewer. To that end, the Watershed Department receives \$600 million in annual revenue. The Municipal Option Sales Tax accounts for \$130 million from that figure. Estimates are that if the MOST expires, it will lead to an immediate 20 percent increase in water rates. Thus, it's clear why MOST has been and remains a critical instrument to help Atlanta not only fulfill its consent decree but also more broadly make any overdue upgrades such as to our sewage treatments plants to ensure future stability.

I also believe we should look into following the lead of other municipalities and implementing stormwater utilities. As our city continues to attract new residents and more development, we must review the pervasive stormwater issues leading to residential and street flooding. We need to determine an equitable, sustainable method of capturing costs, so everyone pays their fair share, and we collectively improve everyone's quality of life.

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

My goal is to develop a procurement process that ensures a level playing field for all bidders, for those who are already doing a stellar job providing services to the city and for businesses seeking to grow their business within the public sector and become new vendors to the city. There will always be a place for small businesses -- or those of any size for that matter -- that wish to work with the city and are eligible on the grounds of merit. What I will not tolerate is

contracts going to bidders whose sole qualification is a strong pre-existing relationship with someone, somewhere in the procurement process.

I plan to increase transparency and the frequency of audits so that we can identify early who the bad actors are and remove them. All emergency procurements will face stringent audits. All payments going in and out of City Hall will be matters of public record and all will be posted on a searchable online database. This way we avoid some of the frequent ethics violations we have seen in the recent past. We will also explore recording and making available audio recordings of bid-related meetings between vendors and city officials.

As for increasing the number of businesses working with the city, I have a few ideas. It starts with supporting our Equal Business Opportunity and Disadvantaged Business Enterprise policies and programs. Atlanta must remain a great place for diversity in business ownership. I also plan to simplify contracts and regulations such that it is easier to understand the process and more affordable for companies to bid on city business. Finally, I want to explore introducing a lottery component to procurement. If a number of companies have tied after meeting numerous merit-based criteria, the selection of the winner must ultimately be an objective decision.

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

As Atlanta's COO, whenever I uncovered an instance of wrongdoing, I had it investigated and held everyone to account. This led to the firing of numerous employees during my tenure. This was an unfortunate outcome, but it set the precedent that the rules are the rules and I will personally, strictly enforce them – always.

As mayor, I would continue working in the same way. I will send clear signals about what expectations are. I will create a culture at City Hall that permeates every department where someone may be considering running afoul of City Code. I will personally train all 8,000 of the

city's employees on updated ethics procedures in my first year in office. As COO, I led in-person management 101 trainings with 1,900 management-level employees and, as mayor, I will find resources to ensure we have well-trained, well-managed employees with a passion for customer service.

I will not only expect but actively require employees to let me or their supervisor know if something out of line is going on. I will install a new policy where those that see a problem and do not report it will also be held accountable. We will also respond to requests for public records in a timely, transparent manner.

Finally, we will expand the ways city employees can report possible issues to include smartphone apps, an "open door" policy in the mayor's office, and random third-party surveys. By auditing emergency procurements and encouraging personal responsibility, we can work to ensure and keep the public's trust.

You deserve an ethical, responsive, and transparent City Hall. I have a clear, consistent track record of ethics reform in government and in business and will continue to lead on this key issue. In my administration, we will follow both the letter of the law *and* the spirit of the law.

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

It's important to highlight that Atlanta already excels in some major areas. We are a corporate hub for some of the world's biggest brands. Companies like Coca-Cola, Chic-Fil-A, Home Depot and so many others are part of the Atlanta brand. Atlanta is a great place for innovators, particularly in the tech community. We are also at the front of the line nationally when it pertains to diverse business ownership.

As a result, I think one of the best things the next mayor can do is effectively market and celebrate the opportunities Atlanta provides. In addition to music, the SXSW Festival is a major economic driver in Austin, Texas. While our city does have similar but smaller public events of its own, there is no reason we cannot scale them. Marketing is also interpersonal. As mayor, I will be proactive in reaching out across the state and country to pitch our strengths. There are also some emerging endeavors such as Engage Atlanta, which should be highlighted for the potential they hold.

That said, there are pockets within our economic ecosystem where we can do better. For example, while Atlanta does well in both tech jobs and diversity across all sectors, we do not do especially well when it comes to diversity *in* tech jobs. This is a problem we should investigate as we want to ensure a level playing field in a field that holds such promise for the workforce. I would also like to focus our marketing efforts more pointedly towards medium-sized businesses. It is easy to get caught up in the next start-up or major corporate brand. But when it comes to jobs, just as much can be gained from convincing a growing company to bring their second or third locations to Atlanta, often with less effort. We have not properly grown job training yet, either. I will address this in a later response.

As a city, we must learn to think regionally. Atlanta must find a way to make it seamless to transport in and out of the city. Rather than always assuming a competitive posture with our neighbors, we can cement our leadership role by making Atlanta the “center of the spoke.” It’s not always about winning business from out of state. That means being the model in how we treat our workers, pay for our first responders and livability. This push towards improved livability spans multiple policy areas. It involves areas like improving education and public safety, or increasing our greenspace and pedestrian options. The re-zoning and pending development of downtown Atlanta offer an excellent opportunity to focus heavily on livability before the density fully arrives. Growing downtown and south downtown will be a unique challenge for the next mayor.

Finally, I will continue and expand efforts on the economic development plans which exist in multiple organizations, including ACP, Invest Atlanta, and the Metro Chamber. As a pro-bono consultant, in 2003, I helped create the city’s first modern economic development plan which included clear metrics and objectives, target employment verticals, key resources needed, and involvement of the private sector through collaboration with all businesses. Through this work, I recommended the creation of a new entity – the Atlanta Committee for Progress. I have a demonstrated track record that shows I am uniquely qualified to move the city forward in executing on the existing plans as well as creating new plans as needed.

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

We cannot allow the people who built this city, who make it special, to be forced out by rising costs – whether those costs come in the form of rent or property taxes. Atlanta’s progress should not and will not be at the expense of long-time residents losing their homes. This issue and the conversation surrounding affordability is taking place all over town – along the Beltline and elsewhere. The next mayor has to be sensitive to this point, to come up with real answers; not just sound bites that tell everyone what they want to hear.

Cities across the country use more than a dozen strong tools to increase affordability in housing and while not all of them make sense for Atlanta, there are some we should explore. For example, I am supportive of the Housing Opportunity Bond as a way to support the growth of our affordable housing stock. I will look into further issuance given feasibility. In certain cases, straight forward near-term policies like tax abatements and subsidies are the best course of action. Other useful tools include Community Development Corporations, Community Land Trusts, and site-specific zoning variances in exchange for affordable unit creation.

The priorities for me are longevity and localized ownership. I say longevity because I worry that if we rely too heavily on tools like pure subsidies, we may be the next San Francisco – a city facing runaway housing costs because it relied too heavily on options that resulted in its losing ownership of the land or zoning ordinances. Thus, I will prioritize projects where developers are given concessions - such as fewer parking spaces required – in exchange for a given percentage of affordable units that exist for the long term.

I also stress localized ownership. Where possible, we should let neighborhoods design the future for themselves rather than legislating on their behalf. We can do that if we support Community Development Corporations. Models such as Community Land Trusts, where it is the neighborhood and not the city that owns the land – notably, without a sunset date – are laudable where we can implement them.

We do not have to choose between development and inclusion. We can do both. It takes a kitchen sink approach where the policies listed above, and more, are selectively deployed on a case-by-case basis. With the right balance of input from our residents, incentives for development, and careful stewardship from City Hall, we can absolutely grow without forcing hardworking Atlantans out.

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?

The easiest answer to this question is that the best workforce development strategy is to double-down on the programs already working today. Programs like STRIVE, through the Center for Working Families, and Westside Works do an amazing job. The problem is just capacity. As mayor, I will look to take our demonstrated success stories and increase them five to ten times. We also need to link our schools, technical colleges, and universities more directly to employers as mentioned above. We need off-ramps from education and training programs to line-up seamlessly with the on ramps at employers so people are in the right place at the right time with the right skills.

Looking more broadly, there are a few specific areas that I think may go overlooked. Homelessness is a huge part of this conversation. As the founding board member of Partners for H.O.M.E. – a non-profit, which helps coordinate the city’s homeless service providers – I know this issue first hand. We need to make homelessness rare and brief in Atlanta. We need supportive housing coupled with substance abuse, re-entry, and job training programs. If executed correctly we can get a number of individuals off the street, into a secure environment, and then back into the job market.

We should also focus on seniors who want to continue working but have been forced to the sidelines. By 2030, one-fifth of our population will be over 65. That’s going to be a population with a high number of unemployed residents that would love to get back into the workforce but do not know where to start. I would like to see more programs in Atlanta that actively engage seniors with work options for those that want them.

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.

We must comprehensively address water supply issues in Atlanta. This can never be back of mind in a city so vulnerable to drought, flooding, and sewage issues. We must complete the Bellwood Quarry to make sure we have at least a 30-day water supply in the event of an emergency. We must fulfill the consent decree and then press forward further still to get our sewage system to the point that overflow is not such a common occurrence. And we need to do more when it comes to preservation. We are already underserved by our current water sources. As our population grows, these issues are going to be exacerbated. Thus, we must build policies into our infrastructure that make sure we lower consumption and incentivize low-use appliances, storm water retention, and other measures that help our current supply go farther.

Next, on the continued theme of livability, we must complete the issuance and completion of the Renew Atlanta Infrastructure projects passed in 2015. There are a number of major laudable infrastructure projects coming online or already underway in Atlanta that I could talk about, but there is the tendency in Atlanta to focus only on the biggest projects. We must first do the less glamorous things right. Through this bond, and the one passed in 2016, we have that chance. This city is underserved when it comes to sidewalks. Cascade Heights is an excellent example of the need to design and implement safe sidewalks and access for pedestrians. The city is underserved when we talk about parks, too. Most are surprised to know that Atlanta scores so low nationally when it comes to park acreage per capita. That is because, as mentioned, we have a number of large projects completed or under way. But we have not focused on smaller parks. These may not make it on a tourist map but they make all the difference in the world to a community that has no central gathering place, no place to go if you want to walk your dog.

And while we talk about expanding all modes of transit to make Atlanta less car dependent, we have to acknowledge this will take time. An incredibly impactful near-term project for the city is to centralize our street lights onto a single grid for maximum efficiency. It's a quick, cost-effective fix that has been demonstrated all over the country to cut down on commutes in a meaningful way.

We must include putting transit on the Atlanta Beltline, expanding MARTA's rail and bus network, and ensuring Atlanta is a safe city for pedestrians and cyclists. As we strive to encourage more transit use, we must also keep our existing roads in health condition through repaving and improving our pothole repair system.

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?

I mentioned in an earlier answer about the need to both expand our police force and reduce officer attrition rates. It's important here to emphasize that we not only need to hire and keep more officers, but the right officers. We must prioritize those that are trained in compassionate, community policing, who are an active part of the neighborhoods they serve. We must implement implicit bias training and do all we can to ensure our force reflects the diversity of our city in every sense of the word.

There is also a great opportunity in this space to partner regionally around the issue of criminal justice reform. With the right policies, we can reduce the number of incarcerated citizens and the associated social and financial costs. We can do more to empower formerly incarcerated persons and help them successfully re-enter society by linking them with jobs. We also must address repeat violent offenders. A relatively small number of repeat offenders are driving a significant portion of our crime and we must insist that the Fulton County judicial system holds repeat offenders accountable.

Through all of this, I would add that particular emphasis must be placed on juvenile crime. It is a moral imperative that we do more to be proactive about stopping young Atlantans from becoming career criminals.

Another area where we need to do more is expanding homeless services so that we can give homeless individuals in this city access to jobs and wraparound services. By working with the Partners for H.O.M.E., the United Way, and other organizations we can provide opportunities for them to experience meaningful, vibrant lives.

To summarize; we need a fully staffed police force that uses compassionate community policing, we need better use of technology in policing, we have to support youth and redirect them away from crime through social services and more effective judicial remedies, we need to support and monitor the re-entry of adults from prison, and we must address repeat violent offenders so they are off the streets. Many of these actions require even more partnership with the judicial branch as well as local, state and federal law enforcement agencies. Partnerships are going to be a hallmark of our efforts to keep people safe.

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?

As a former board member at the Woodruff Arts Center, I am well versed in the obstacles confronting our arts community. The short answer to a workable solution is creativity. The state, as mentioned, does not prioritize the arts relative to other budget items. That means that costs are going to be near prohibitive if City Hall tries to do anything akin to going it alone. We need partners and fresh ideas.

Within City Hall, the Office of Cultural Affairs needs to be given greater flexibility, including to pursue micro grants. They could better promote Power2Give, as well as expanding its staff. Outside of government, it is important to recognize that it is the large organizations – like the Woodruff – that get the major capital investments. We should pair OCA with these institutions to figure out a corporate philanthropy model that serves everyone's agenda.

Another tool for consideration is to earmark one percent of funding dedicated to all large-scale projects including infrastructure, housing, and transportation for arts projects. These may include functional art such as lighting (e.g. the 3rd Street Station on the LYNX Blue Line in Charlotte). A series of moving art installations that prompt community engagement has merit. I also think we need to tackle the over-concentration of public art. When you look at map of public art in Atlanta, it's astounding the disparity you see moving north to south, from high to paltry density.

It is noteworthy through this whole conversation that we need to provide more funding for the creators themselves that add soul to the city. They are integral to numerous policies I have set forth, including education and housing. Without them we cannot truly advance Atlanta together. So, I support a dedicated stream of funding for arts and culture in Atlanta.