



Below is the unedited questionnaire of:

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Atlanta City Council
District 2

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.**

I have spent almost 20 years working in the nonprofit sector here in Atlanta. I'm currently a small business owner working with organizations like Partners for HOME, the ARCS Foundation, Georgia Watch, and GreenLaw. Previously I was a Vice President at the Community Foundation for Greater Atlanta. This professional work has made me uniquely qualified to better understand the critical issues impacting our city as well as best practices to address those issues, whether we're talking about early childhood education, affordable housing for our workforce, homelessness, improving our public transportation or workforce development to make sure we continue Atlanta's economic growth.

For the past decade I've also worked at the neighborhood level as a board member of the Candler Park Neighborhood Organization. As the NPU representative, I have built relationships across neighborhoods and with the city around safety, zoning, events, and more. I've led our neighborhood through our first master plan adopted by Atlanta City Council, am a founding board member of the Candler Park Conservancy, and strengthened our neighborhood's connection with the city by serving on the Parking Subcommittee under the Transportation Committee in 2013 and most recently serving on the Renew Atlanta Technical Advisory Committee. I have strong ties in the legal community, and I have developed substantial relationships within the business community across the district.

1. ***International Brotherhood of Police Officers*** – I am proud to have earned the endorsement of our Atlanta Police Department officers. Safety is a critical issue to residents and business owners in District 2 and throughout Atlanta, and it's important that our next City Council have the support of our officers. I'm eager to help increase the number of police officers on the ground to help make all of our neighborhoods safer.
2. ***Professional Association of City Employees*** – I am proud to have earned the endorsement of the union representing the City of Atlanta's employees. Building a supportive and productive working environment for our city's employees is critical to making sure our city is functioning effectively and addressing the needs of our citizens.
3. ***Josh Antenucci, owner of Rival Entertainment*** – I have worked closely with multiple business owners in our city and in our District. Josh represents an entertainment company that hosts events in many of our public spaces and arenas.
4. ***Fox Bros. BBQ*** – Having the support of thriving business owners in Atlanta and in our district is important. Fox Bros. BBQ is one of the most successful restaurants in our city, and I've worked closely with Jonathan Fox on development issues.

5. ***Neighborhood leaders (Cathy Bradshaw of Inman Park, Anna Foote of Midtown, Walter Brown of Candler Park, Chris Jenko of Poncey-Highland, Hattie Dorsey of the Old Fourth Ward, Kyle Kessler of Downtown)*** – While this is more of a category than an individual, it's important to me to have the support of leaders in our community who have been a big part of shaping these neighborhoods.

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

My vision for Atlanta is a vibrant, connected city that embraces growth and opportunity. Atlanta could double in population in the next 20 years, and thanks to strong public and private leadership, our economic growth continues to be strong. Our ability to attract Fortune 500 companies remains high, and that must remain a priority. We also must continue to recognize and support Atlanta Hartsfield-Jackson International Airport for the regional economic engine that it is. At the same time, we need to make sure that we are providing the quality of life our residents deserve and future companies demand in deciding to relocate here. To that end, I would focus on the following:

- investing in smart transportation options that connect our workers, families, and businesses
- creating a welcoming environment that values every worker and is supportive of new entrepreneurs
- supporting development that is focused on our local communities and aligns with Atlanta's City Design Project and its principles
- growing a more collaborative relationship with our Atlanta Public School system to strengthen its commitment to Atlanta's children

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

Transportation - We need a better public transportation system to make sure every Atlantan with a good job can get to that job in a reasonable amount of time so we can reduce time and money wasted sitting in traffic. The key way to reduce traffic is to get people out of their cars. We can only get people out of their cars when they have easy and safe options to do so. That means increasing our investments in bicycle infrastructure, pedestrian safety, MARTA expansion, and light rail. With the MARTA tax and the TSPLOST we will now have a large amount of funding to invest in these transportation options. As a member of City Council, I will advocate for equitable investments in these various modes of travel across the city, not just in my district. I also strongly support creating a Department of Transportation within our city so we have a staff solely focused on strategic and comprehensive transportation options.

Education - We need to make our kids' schools the best they can be not only to ensure the brightest possible future for them but also to be a magnet for good companies looking to locate in Atlanta. As a former public school teacher with children in the Atlanta Public School system, I will be a strong advocate for our public schools. I will work to create a more effective relationship between the City of Atlanta and Atlanta Public Schools and ensure we're thinking long-term about our schools' growth alongside the city's.

Income inequity - We need to actively work to end the worst economic inequality in the nation by addressing the gender pay gap, creating a viable living wage that works for both employers and employees, and increase our efforts with workforce development. City Council needs to focus on policies that help Atlantans earn good jobs with good benefits necessary to support a strong family and thriving community. I would create a collaborative relationship with the Technical College System of Georgia to conduct regular sector and place-based analysis of our work opportunities as well as current options for training and development.

4. As a City Council member, how would you manage collaborating with your colleagues on difficult citywide issues versus representing your own constituents?

Like many of you, every position I have held in the last 20 years has been collaborative in nature, by design. As a small business owner specializing in helping nonprofits do more of what they already do to solve the greatest social justice challenges of our city, every day is a collaborative effort. As a Vice President of the Community Foundation for Greater Atlanta, our key priority was collaboration with diverse groups around challenging issues. Whether we were creating solutions for teens aging out of the foster care system, increasing understanding of the increase of HIV/AIDS in the African-American community, or advocating for nonprofits focused on crisis assistance during the recession, collaboration was absolutely essential for success. As a longtime neighborhood advocate and public servant in both the NPU and neighborhood association systems, both of those organizations are completely collaborative and depend on input and help from every member.

While I will be voted in by those who live in District 2, my job will be to work with my colleagues to make the decisions that represent the interest of *all* Atlantans. The oath of office for new City Councilmembers is not district specific – it is for the City of Atlanta. And many of the issues that impact District 2 are the same issues that impact all of our districts – safety, transportation, affordable housing, workforce development, and education.

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

The City of Atlanta is in its strongest financial position in recent years. Our reserves are at a record high and our credit rating is AA+, the second-highest rating possible for municipal government and the highest rating for the City of Atlanta in 40 years. This cannot be taken for granted and we must work to maintain this robust economic growth.

I believe the City of Atlanta would strongly benefit from a cloud-based financial and performance management tool such as OpenGov.com. We need to strengthen the capacity of our auditors to make sure we are working as efficiently and effectively as possible, and we must share those learnings and investments online in a way that is clear and transparent. This could help us streamline our budget process, gain greater insights for future planning, and more effectively communicate impact with our citizens and businesses. This is how we truly test our own resiliency as a city.

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

First and foremost, property tax assessments must reflect the true and accurate value of our properties. Recently Fulton County made a drastic mistake by not keeping up with these annual assessments. Homeowners received huge increases in their assessments – from 50% to 100% more. This is not a reasonable way to manage our property taxes. We need to ensure Fulton County is doing its job and creating a system for accurate assessments.

The City of Atlanta has also recently adopted multiple new sales taxes including MOST, T-SPLOST, and the MARTA tax. While these will be significant and needed investments in our infrastructure, the city needs to recognize that we can't tax our way out of revenue challenges. We now have one of the highest sales taxes in the nation, and we should not increase it. As our next member of Council I will be opposed to efforts attempting to increase our sales tax.

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

Atlanta's aged water and sewer infrastructure absolutely needs the continued investment to get us to a place where our system is operating effectively. We also know that the City of Atlanta has some of the highest water bills in the country. Once our aged infrastructure is up-to-date, I will work to make sure that the money the city collects through our water bills will be sufficient to support our water and sewer system.

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

I fully support the current process to protect against pay to play and believe we have come a long way in making our procurement process more ethical. However, I believe there is still room for transparency and accountability in order to rebuild the public trust. The City could do a better job of putting RFP's online and publicly discussing what decisions had been made and why when taxpayer money is involved. As mentioned earlier, using a performance and financial management tool such as OpenGov.com is a great way to share accountability.

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

As someone who has worked in the nonprofit world for twenty years I am extremely familiar with the amount of transparency and accountability that needs to accompany using supporter's dollars or taxpayer's dollars. I fully support the effort to put not only the City's budget online but also every department's budget and their checkbook spending. I also believe a dedicated portal where a voter or resident can find all pertinent financial information could be a boon for rebuilding the public trust.

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

I fully support Invest Atlanta and their mission statement. We need to support and strengthen our business sector in the city, and public financing is an effective tool. Additionally, as a small business owner myself, I would like to see Invest Atlanta increase its focus on mid and small sized businesses to help encourage innovation and entrepreneurship. The City of Atlanta needs to recognize the significant opportunity of the green energy industry. The renewable energy industry creates jobs at a rate 12 times faster than the rest of the US economy. Sustainability now represents four to four and a half million jobs in the US. This combined with our continued development and transportation growth positions Atlanta extremely well to be a leader in sustainability.

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

I support a wide variety of strategies because I believe the large affordable housing crisis we have in Atlanta will require a long list of different tools. I support inclusionary zoning, where appropriate. But I believe the first thing we need to do is come up with an accurate definition of "affordable." While many are using the measure of 80% AMI, I believe the City of Atlanta needs to focus on 15% to 30% AMI. In addition, I support the use of housing bonds, where appropriate.

I also support tackling larger city-wide issues such as changing how we deal with absentee owners with chronic code violations. I'm a fan of the city's recent efforts to sell previously

abandoned or blighted lots for \$1 with strict stipulations for new owners or developers. I'd similarly be interested in investigating more aggressive ways to process our backlogged "clean and close" list of properties. I would support a process that transferred certain properties to the County or the City's Land Bank for use by nonprofits.

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?

I fully support the workforce development strategies on the books right now, but I strongly believe they are almost exclusively focused on placing employees with employers. As a small business owner I place a large emphasis on hiring the right person for the right job, but I also place additional emphasis in the ongoing development of that employee to make them ready for the next position and the next promotion. I'd like to see the City adopt some of the best practices from the private and nonprofit worlds towards that end. As mentioned previously, I believe we could strengthen the City's relationship with the Technical College System of Georgia in partnership with our Centers for Hope to ensure we're building the skills of our workers.

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. Expand Hartsfield-Jackson Airport - As the world's busiest airport and one of the largest economic engines in the Southeastern United States, I plan on prioritizing any work necessary with metro, state and federal partners to ensure expansions as quickly as possible.
2. Update our sewer and water systems - this item isn't even controversial in Atlanta. We've all known for decades it needs to be done, so until it's finished and paid for it will remain a priority.
3. Much needed MARTA expansion - to meet our city's growing population and business needs we must stay on top of our transportation needs. While the state's recent MARTA funding and the transit TSPLOST are very helpful, I am eager to work with metro, state and federal partners to ensure Atlanta has the heavy rail, light rail, and rapid bus transit it needs.

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?

As the International Brotherhood of Police Officers endorsed candidate in my race, I've had the honor of both doing ride alongs with APD long before I starting talking with IBPO, and ongoing discussions with both APD and their union leaders about the challenges facing our police officers since the endorsement. As a small business owner, a Candler Park homeowner, and a Mom raising two daughters with my husband, Jared, in our intown neighborhood, obviously public safety is incredibly important to my family. It's just as important to every small business owner and family I have spoken to since my announcement mid-last year.

I am a strong supporter of implementing a more community-oriented approach to patrolling. I believe in community policing across the board.

In addition to finally getting APD staffed at the levels we've all agreed to since 2000 and addressing our retention problems, our next member of Council also needs to make sure we are equipping our officers with the tools and resources they need to do their jobs to the best of their ability. I will fight to make sure the City continues to invest in smart technology that aides our officers in preventing and solving crimes.

I also believe we should increase the number of police zones in our city. A larger number of smaller zones, I believe, would both increase community relations on the ground and decrease response times - both good things. I believe this is practical after we hire up and address our retention problem.

As our next City Council member I also look forward to deepening my relationships with our public safety foundations – both the Atlanta Police Foundation (APF) and the Atlanta Fire Rescue Foundation (AFRF). I have full faith in both foundations and their mission statements of bringing vital private support to improve our city's safety. APF and its partners have already contributed so much to our city through projects like the district-funded Operation Shield camera devices - a program I would continue.

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 believe public arts enhances the feel of the city and our art and culture is a huge economic driver. The arts along with Music bring in more dollars to the city than the Falcons and Braves combined. I strongly believe we all want to live in a City where public and private funded art contribute to our overall quality of life. We know public art installations drive tourism dollars and we should continue to work to improve our per-capita arts funding. I fully supported Mayor Reed's proposal to set aside 10% of the former proposed tax allocation project to arts funding. I am eager to work collaboratively with anyone interested to find creative and successful ways to publicly and privately fund more public art in Atlanta.