Below is the unedited questionnaire response of:

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Atlanta City Council District 2

Committee for a Better Atlanta

2025 Written Questionnaire

Please type your response to questions in the field provided. ***Please limit answers to approximately 300 words less.***

Pillar 1: Governance, Leadership, and Partnerships

1. Briefly describe your qualifications for this office and why you have chosen to run for office. In addition, please identify up to 3 organizations or individuals who are actively supporting your candidacy and why you believe their support is important.

I grew up in a large working class family of farmers, firefighters, teachers, veterans and healthcare workers. I learned from them the value of hard work and service. At Georgia Tech, we quickly learn that success is achieved together and the solution - not the trophy - is always the goal. These core tenants are central to who I am and a commitment to honest progress and service is what we need. I want to help Atlanta solve our longstanding inequities while we modernize for the future. For over 12 years, I have served the Atlanta community. Through non-profit board service, I've supported education expansion, homeless outreach services, and the vital work of preservation. As NPU-E Chairperson and Midtown Neighbors' Association President, I advocated for the community in decisions related to housing supply, safer streets, expanded transit options, public safety strategies, and forward-thinking development. For over 12 years, I've been at the table, with our community, rolling up my sleeves to find the best outcome. Right now, our city needs to make transformative decisions about transit, housing, and financing structures that will inform the next 20-30 years of our economic momentum. District 2, Atlanta's highest density district, needs an advocate with the earned trust of our community and long record of expertise to navigate these highly complex opportunities. We have important work to do together and I'm ready on day one. I am proud to have the endorsement of Council Member Matt Westmoreland, Representative Stacey Evans, and Malik Brown, the City's first ever Director of LGBTQ Affairs. Westmoreland has been a leader on affordable housing, the tree ordinance, public health, and future land use strategy. Evans is a fierce advocate on women's rights, gun safety, and education access. Brown is a powerful voice on equity. Their support shows that my vision for Atlanta's future has support from some of our state's most well-respected, thoughtful leaders.

2. A recent poll conducted by the Committee for a Better Atlanta of likely City of Atlanta voters citied issues of transportation, unsheltered homelessness, and housing affordability as the top issues facing the City of Atlanta. If elected, how would you work to address them? Please be specific.

Our transportation challenges require that we do two things simultaneously: diversify and expand our public transit network for the future while delivering overdue roadway projects quickly. Ensuring both are executed is paramount to our city's successful growth and citizen trust. Atlantans are calling for a more useful rail network. I support the addition of infill stations and will work eagerly to expedite their design, earmark funding, and advocate to stay on track for contract procurement. But we must deliver efficiently and that starts with the roadway projects promised and funded over 10 years ago. The delay in project delivery is driving costs, eroding trust, and compounding congestion and dangerous circumstances. When elected, I will call for an immediate audit of the Moving Atlanta Forward program and work with ATLDOT and council colleagues to implement a plan that is strategically expedient. There is also space for new ideas like working for a bold new curbside management program that will reveal roadway over capacity, create consistent enforcement, and generate a new revenue stream for improvements. I support a strong network of buffered bike lanes and accessible sidewalks with a plan for sustainable maintenance. The rising cost of housing is a supply crisis. While it affects everyone, we must pay extra attention to the costs for workforce housing and expanding availability of transitional housing. One of the reasons our housing supply crisis persists is that it requires a multi-disciplinary approach with a variety of public and private stakeholders, zoning incentives, and public investment structures including finding ways to preserve already existing affordable housing that is vulnerable to redevelopment. Over the next term, we will adopt a new zoning structure that should enhance our speed to construction and reduce costs to build. Having extensive experience with Atlanta's zoning code, CDP, and small area plans, I will be a strong advocate for getting the rewrite completed and passed so we can then get to work cultivating appropriate density that is identified and executed with the community's input and focused on transit-oriented strategies. Mixed income housing projects are the key to sustained stability for neighbors experiencing homelessness. They are more likely to be developed and result in greater long term success. Around District 2, we have numerous projects with the potential to achieve our greatest offering of supportive social determinants of health - encircling low cost housing with sustained opportunity and a supportive community. Atlanta Civic Center, Atlanta Medical Center, The Stitch, and the Ponce and North Avenue corridors - all of these project areas can deliver housing momentum at a transformative scale.

3. What is the greatest issue facing your specific District and what strategies will you pursue to address it? And alternatively, how would you manage collaborating with your colleagues on difficult citywide issues versus representing your own constituents?

I believe project delivery is District 2's greatest focus. Project delivery spans a number of city responsibilities: overdue complete streets, slow zoning decisions and building permits, delayed pothole repairs, lacking enforcement of blighted construction sites, aging sewer infrastructure. Project delivery is an issue in every district of our city. I am certain my council colleagues will be aligned with me on this focus.

As the District 2 Councilperson, I will honor a commitment and obligation to advocate for the individuals that I represent and balance that with impact on the overall city. A rising tide raises all boats. District 2 is a major force in the cultural and economic engine of Atlanta. We will certainly be a strong voice in citywide legislation. My leadership track record is one of consensus building and that will not change. I will work hard to develop productive professional and personal relationships with all my colleagues. I look forward to the complexity of our discussions and the healthy banter of respectful debate. When a larger question comes into conflict with the interests of my constituency, I will ensure my colleagues understand my perspective and we have a chance to adjust and support if possible. There is much to learn from one another and no time to waste.

4. How do you view the relationship between the City of Atlanta and Fulton County? How will your office work to steward the relationship? What changes, if any, would you advocate for?

From my perspective as a citizen and community leader, our relationship with Fulton County is more absent than I would like. It could be far more collaborative and consistent. Together, we could do a better job of educating the community on the roles of each governing body and how voters can advocate for greater focus and investment from Fulton County. I would like to see commissioners more present in Atlanta neighborhoods. Specifically, let's find a lasting solution for the challenges surrounding incarceration facilities and the highest and best use of the Atlanta City Detention Center. Let's work with Fulton County to quickly expand crisis centers and access to reliable mental health therapy services accessible from public transit. And let's continue to be critical of property tax millage increases without a greater delivery of services from the county in the City of Atlanta. I am proud of the city's investment in Pre-Arrest Diversion (PAD). PAD depends on the availability of resource programs. I hope that we can create a stronger partnership with Fulton County to make more of those resources available.

5. Voters approved three funding measures in 2022 to deliver transportation, public safety and parks infrastructure improvements. How would you grade the City's performance delivering these projects and what concrete action is needed to ensure projects move forward faster?

Transportation projects are a strong focus for citizens - impacting daily life, safety and accessibility. Delivery on roadway projects has been poor, 10+ years behind schedule and many projects are not yet to 50% design. We can improve on this by: maintaining bench depth on project teams to sustain momentum and creating strategic implementation plans based on logical delivery efficiency and not political will. We can maximize the quick value of tactical urbanism projects - small incremental changes that result in major safety improvements. Think bulb outs, enhanced crosswalks, and alleviating blindspots. I will work with neighborhoods to champion these.

The most substantial public safety project to date has been the Public Safety Training Facility. Working with AFRD and APD, I saw the need for better professional training facilities. The timing for construction was good. My criticism of the project is primarily related to the poor execution of an early and transparent communication strategy. Ensuring the public's awareness of the multi-departmental use of the facilities and the poor condition of existing facilities would have helped the public understand the intent for it to deliver the highest and best training practices - community-centered training response. Atlantans want to be in a safe city. A safe city is a team effort and part of that is well-trained emergency response.

Post-pandemic, we have a greater focus on the value of green space for our overall health. Calls for park improvements emanate from all corners of the city. Atlanta has over 340 parks and we have accumulated a significant amount of deferred maintenance. With the increased park millage, we are investing at a greater level in our park spaces and programming - this is great. In District 2, we still see the absence of basic maintenance to ensure that all park spaces are utilized to the greatest service of our citizens - the delivery of basic maintenance needs to be improved: mowing and debris removal, fence repair, lighting dark areas, and tree management. I will help our communities inventory repairs maintenance needs and work closely with DPR to see them through.

Pillar 2: Inclusive Economic Growth

6. What future funding streams do you believe are needed to pay for the things we need to grow? What are the opportunities and how should they be evaluated?

We are all familiar with TADs, SSDs, and CID taxes that help capture tax revenue and direct it to targeted areas of economic development. Similarly, large bond issuances, another common funding tool, are useful in moderation, but we can only borrow against ourselves to a certain extent and still maintain a good leverage ratio which is critical to our excellent bond rating. I am interested in continuing the effective application of these known tools while exploring new concepts.

Non-residents, including local visitors, workers, and regional commuters, make an impact on our local infrastructure that is not entirely borne by the sales tax revenue they generate. Because they are not part of our property tax digest, residents end up with a cost burden that is not entirely of their own making. This is unfair and if raising property tax millage rates further is the typical solution, it is untenable for current property owners and exacerbates our housing affordability issues. We can explore taxes and fees that impact / target visitors for an appropriate increase in consumption revenue. This can be accomplished most typically through a sales tax increase and placing LOST referenda on the ballot. Gaining approval from voters for sales tax increases will require that we get better at delivering on existing voter approved projects.

Beyond that, I would like to think more asymmetrically and look at things like congestion pricing models or curbside use fees. However, much of this is currently restricted under state law. I hope that in the future, we can work alongside state leaders to pursue less restrictive preemption and allow us to access additional financial levers to be more fiscally dynamic.

7. What role should the City of Atlanta play in improving income inequality among city residents? Which tools and strategies would your office advance, if elected?

Income inequality, and more importantly wealth mobility, are perhaps the greatest challenges facing Atlanta. Top earners can bring home 20-30x more than low income earners in Atlanta. As a council member, I see an obligation to make necessary investments and balance access to opportunity.

In seeking solutions, policies surrounding housing affordability, access to healthy food, a more robust public transit system, low cost vocational education programs, and greater access to health care are all part of the solution. However, if I was going to focus on one, I think perhaps our greatest single tool in this fight is education - early childhood education and vocational programs.

Data point after data point shows that personal development between the ages of 0 to 6 is critical to establishing a strong foundation for emotional stability and a commitment to learning. Until we expand access to free or low cost quality-rated early childhood education, so many of Atlanta's youth will continue to fall behind. Programs in the city that already exist, like Our House in the Old Fourth Ward and Sheltering Arms in Downtown, can be supported by both city and county funding to bolster their impact without additional burden on the APS system.

We must collaborate with Invest Atlanta, WorkSource Atlanta, and our local postsecondary institutions to prioritize trade-based education. We need to expand access to certification programs and ensure our youth have the chance to capitalize on these options through an easily navigated network of private partners. An example of a successful economic model that offers industry leading certification programs is Germany's Mittelstand Model which focuses on the expansion of small and medium businesses - the greatest sponsor of apprenticeship programs for high value niche markets. As new technology emerges, we should not lose sight of the immense opportunity to create new career tracks for the entire workforce.

8. Tax increment financing through Tax Allocation Districts (TADs) is a key tool used to support redevelopment in targeted areas across the City of Atlanta. Extending the life and expanding the use of TADs requires continued collaboration between the City, Fulton County, and Atlanta Public Schools. What is your position on extending the City's TADs, and how would you navigate the intergovernmental partnerships required to do so effectively?

TADs are approved by voters as a vital economic revitalization tool with a limited boundary, timeline, and allowable uses for the funds. I am committed to working with Invest Atlanta, the Mayor's office, and other partners to sunset TADs that have fulfilled their mission and identify opportunities to open new TADs where it makes sense and where it is legal under limiting financial regulations. I support the concept of concentrating investment where economic momentum is predicted to drive the overall development strategy of the city.

The city government collects roughly 25% of Atlanta's property tax revenue. Thus, any plans surrounding tax increment financing (TADs) have to move forward with support from both Fulton County and Atlanta Public Schools. In recent years, both Fulton County and APS have expressed a desire to recoup the tax increment into their general funds. I would like to consider re-baselining a TAD. Re-baselining would place a significant portion of the tax increment back into the general fund for a broader application of uses while maintaining some funding to continue the economic growth focus in the TAD boundary. While much of this decision-making happens at the executive level, TAD extensions require a vote of City Council. I will work with County Commissioners and School Board members in overlapping jurisdictions to find policy alignment.

Pillar 3: Safe and Thriving Neighborhoods

9. Atlanta is currently going through a Zoning 2.0 re-write, the first re-write in nearly 40 years. What priorities are most important to see in that process for you and are there concerns you would like to see addressed in the final document? As a city elected official, what would be your approach to considering land use and zoning decisions more broadly?

Roughly 82% of Atlanta is zoned as single family residential. We have a housing supply crisis and we must increase supply of all housing types to meet demand - this must be part of the solution. We cannot achieve supply quickly today because in some ways our residential zoning remains restrictive. With community input, we must seek out opportunities to open our zoning code to allow for more contextually appropriate mixed-use and multifamily development by right. As national patterns change to reveal far less car dependency in urban cores, we should make multi-family transit-oriented development a particular focus within the process.

Speaking more granularly to process, I believe that we should modernize our code structure to simplify the understanding of allowable build and speed approvals for variances that are traditionally approved. I would like to see us standardize streetscape and quality of life design requirements in special interest zones to lift up the standard across all neighborhoods and reduce the time spent negotiating these elements. And I think it would be wise to update small multi-family zoning classifications to reflect single family scale, thus encouraging neighborhood confidence for the adoption of gentle density representing four to six unit solutions.

Along the way, we should expand the Department of City Planning staff at the planner and inspector levels. This will increase the speed of the permitting process, enhance accuracy of review, address non-compliance early when it is less costly to fix, and provide greater support to neighborhoods as they navigate review of complex projects.

10. What strategies would you implement to improve the supply for affordable housing in your district? What are the barriers to success and how will you work to overcome them?

I would like to continue the use of city-owned and APS-owned property for mixed-use, mixed-income housing projects in partnership with development companies. We could normalize the practice of utilizing lease conditions or deed restrictions to ensure affordability in perpetuity. We should also allow for more creative housing structures that address multiple housing challenges simultaneously. An example would be to take the Candy Factory lot on North Avenue, owned by Atlanta Housing, and build a subsidized program pairing college students with senior citizen roommates - a successful model in Finland that we can explore.

We should also strengthen the Short Term Rental ordinance to provide clearer and more enforceable guidelines. We do not need to ban them outright, but we must recognize that they are reducing our housing stock.

Another useful tool in our housing affordability strategy is to emphasize the critical preservation of naturally occurring affordable housing through mechanisms like Community Land Trusts and Community Development Block Grants. Almost every D2 neighborhood has subdivided homes and 1-2 story apartment complexes that are providing vital housing alternatives. We should do everything we can to maintain these.

The greatest barrier to these kinds of reforms and projects is a lack of well-structured dialogue between stakeholders including the vital feedback of community members. With transparently articulated intentions, genuine sharing of valuable feedback, we can find a way to achieve the overall goal while embracing compromise on non-essential elements. I am hopeful that the success I've been a part of in NPU-E and Midtown navigating these same complex discussions for small and large scale projects can be repeated with success throughout our district. It will be an important service as a City Council member to be present, listening, and offering thoughtful alternatives for everyone to consider.

11. What is the single biggest improvement (policy, program, partnership, investment) that the City can make towards addressing unsheltered homelessness?

I believe mixed income housing projects are the key to sustained stability for individuals and families experiencing homelessness. Mixed income projects deliver affordable units at a slower pace but the projects are more likely to be developed in thriving areas and result in greater long term success. In District 2, we have numerous projects with the potential to achieve our greatest offering of supportive social determinants of health. Atlanta Civic Center, Atlanta Medical Center Campus, The Stitch, and the Ponce and North Avenue corridors - all of these D2 project areas have the potential to deliver not only housing but also access to public transit, reliable healthcare, jobs, good public schools, and a strong diverse community. In order to address our homelessness challenge, we have to start with housing and then encircle it with sustained opportunity and a supportive, safe community. We must also partner with non-governmental outreach partners and Fulton County to quickly expand our crisis centers, rehabilitative programs, and access to mental health services.

12. How would you leverage existing assets like the Public Safety Training Center to continue supporting public safety operations, staffing levels, and other outcomes and reduce reliance on private security?

Public safety is a collaborative effort. We all have a part to play in ensuring Atlanta is safe and feels safe to residents, workers and visitors.

The public safety training center is a state of the art facility that is delivering community-centered training for multiple first responder departments. Since opening, it has already resulted in consistent full capacity graduate classes helping us address our recruitment challenges and keep pace with our population growth. The continued professional development programs and benefit options like take home cars, wellness resources, and housing programs are helping to retain officers. Investing in high quality, state of the art training prepares them with the tools they need for the response we want to see in our community. I will continue to support the essential, life saving emergency services of AFRD and APD for the success of our city.

There are other assets in our city that can continue to assist us in delivering safe communities and greater quality of life outcomes as well.

Policing Alternatives and Diversion, supported with city general funding, is proving that with access to alternative support services, incarceration is not the answer for all offenses - especially those related to non-violent offenses resulting from mental health challenges or poverty. I will continue to support PAD and help bolster their success by encouraging Fulton County and private non-profits to expand their access to substance abuse and acute mental health programs.

And lastly, our civilian workforce can be better leveraged to manage the response to code enforcement, licensing, and noise related issues. By empowering civilian professionals to handle non-sworn duties, sworn officers will be better available to respond to the emergency calls with greater efficiency and strategy. This will improve the public service experience and allow for more community presence and crime deterrence.

Pillar 4: A Sustainable and Connected City

13. What is needed to ensure the Hartsfield-Jackson International airport remains the busiest and most efficient airport in the word, as well as an economic engine for Atlanta and the State?

The partnership between airport administrators, the current mayoral administration, and council – primarily via the Transportation Committee – is highly functional and collaegial. It helps us deliver a world class experience for air travelers at an unmatched level. On Council, we must focus on maintaining collaborative relationships while being thorough and efficient in processing airport-related procurements which are vital to the functionality of Hartsfield. I would like to see us preserve a minimum allocation commitment to small business presence within the airport concessionaire awards as a proven and valuable tool in solving our wealth mobility challenges as a city.

We should ensure that the city maintains its control of the airport. The state's past efforts to intervene were unwelcome and unwarranted. I am committed to working with the Mayor's Intergovernmental Affairs Office to bolster efforts to push back on any repeated takeover effort.

14. Atlanta's water infrastructure is aging and requires long term solutions to meet the demands of citizens and businesses. What solutions would you propose to address this critical need?

Solving our underground water utility system is an expensive and unsexy allocation of funds and departmental attention. However, it is essential to shoulder our future growth. It begins with identifying, prioritizing, and addressing acute storm water and sewer network improvements using modern predictive failure tools. We need to get more proactive and less reactive when it comes to the condition of our water mains. We must also continue our compliance with the federal consent decree. This is imperative if we want to better manage storm water runoff and optimize treatment plant function. I would also push to expedite the upgrades of necessary equipment and operations at the RM Clayton facility to reduce waste violations and the incurrence of associated fines as quickly as possible. All of this requires diligence in our investment of MOST dollars and seeking out state and federal assistance wherever possible.

District 2 Specific Question

15. Are you supportive of pursuing alternatives to light rail on the Atlanta Beltline corridor, and how would you evaluate those options in terms of cost, equity, and long-term mobility outcomes?

We are growing and that must come with a more robust transit network - today. I am fully committed to understanding Atlanta's full transit network needs and ensuring there are safe, affordable, and equitably accessible options for everyone. This includes rail expansion, bike lane network, dedicated lane BRT, continued shared mobility programs and the future incorporation of autonomous technology on transit corridors. I believe that the BeltLine is indelibly part of this conversation. The non-political answer to Beltline light rail is that while we do have a recently updated, high level plan for how to navigate light rail around the full loop (in three ways), we do not have well developed funding plans or fully engineered solutions to certain bridge and tunnel areas around the loop. My support of light rail on the Beltine is predicated on the rail traveling the full loop - connections are paramount to a transit system. Without robust connections, the investment does not maximize its potential.

The debate about how Atlanta will solve its underperforming public transit system has remained an open question for too long. Our delay in delivering light rail on the Beltline created the opportunity for over a decade of organic use and expansive development that now presents some challenge to rail - particularly on the Eastside trail. Our lack of delivery invited these issues. It is time to commit to a network plan and take immediate, efficient action to get to 30% design, NEPA approval, and solidify funding to get shovels in the ground.

If elected, I will ask to be on the Transportation Committee so that I can work with my peers, the Mayor's office, ATLDOT, MARTA, and others to develop a cohesive plan and a tangible path forward to action.