

PA-PAC Questionnaire for Candidates for City Council Appointment **2018**

When answering this questionnaire, please repeat the questions in your response document with each question numbered and organized as it appears here. Type your responses in italics, bold, or a different font to distinguish your responses from the questions. Please do not use colors. Please try to confine your responses to the word limits set for each question. They should be generous. Do not feel obliged to exhaust the limit for each question.

Please return the completed form with your resume or personal history describing your education, work history, community service, and prior political experience as soon as possible, but by December 28, 2017, at the latest.

You may e-mail your responses to Tom Miller at tom-miller1@nc.rr.com or you may send a printed copy of your responses to Durham PA-PAC c/o Tom Miller 1110 Virginia Avenue, Durham, NC 27705-3262

Please note that following the December 28 deadline, the Durham People's Alliance PAC may publish your responses to this questionnaire and your resume.

Thank you for completing this questionnaire and your willingness to serve the people of Durham.

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Government and the Public Good

1. Of all the issues confronting city government, which single issue is most important to you and why? What would you do about it if elected? *Please limit your answer to 300 words.*

The issue most important to me is education. Providing access to quality education for all students will alleviate many of the social, economic, and racial disparities in our city. Our economy has changed. Not just in Durham but in our nation and across the world. Preparing our city to face the challenges of tomorrow begins with providing more educational resources and more training today.

2. What can the city do to lift the wages of the lowest paid workers in Durham and reduce growing income inequality in our community? Where in our community do you see opportunities for city government to address the racial wealth gap? *Please limit your answer to 400 words.*

Durham's decision to implement a minimum wage increase is the most effective way to reduce income inequality. The plan is commendable. I support it wholeheartedly, but it is not without its challenges. To ensure that Durham jobs stay in Durham after the minimum wage increase, we need to call on area

companies in the industries of healthcare, technology, finance, and education to pull from the capabilities of local candidates, hire more entry-level employees, and provide access to more skill-based training programs to support employee growth and development.

3. How should the city measure the benefits and costs of incentives to promote development especially as those benefits and costs affect low-income residents of Durham? How would you use these measurements when deciding to vote for or against a proposed incentive? *Please limit your answer to 400 words.*

To ensure that those who are most economically vulnerable are taken into consideration with each proposed incentive, I would campaign for a cost-benefit analysis that measures growth in employment opportunities, investment in essential services, communication with residents, and reliable transportation, while assessing the costs in environmental health, cultural and economic diversity, tax strains, and cost of living expenses.

4. What actions should the city take to expand job creation and job quality? In your answer, please comment on the city's potential involvement in entrepreneurship, worker-owned cooperatives, and union organizing. *Please limit your answer to 400 words.*

To expand job creation and job quality, we need to offer incentives to both employees and employers. Supporting vocational training programs like those offered at Durham Technical Community College will supply area businesses with a ready supply of quality candidates. Also, by offering resources to potential small business owners, such as help streamlining business registration processes and offering business advice, we will ensure that, as their business grows, so will their partnership with the city of Durham. In addition, if we offer city-sponsored grants to Durham residents who own small businesses and worker-owned cooperatives who hire Durham residents, we will not only fill the shortage of skilled workers but provide access to affordable, timely services for residents.

Housing, City Planning, and Neighborhoods

5. What does "gentrification" mean to you? What, if anything, should be done about it? How, if at all, is the issue of gentrification implicated in the Planning Department's current review of zoning in East Durham, the proposed creation of an Alston Avenue Design District, and the redevelopment of the former Fayette Place property? *Please limit your answer to 400 words.*

*Gentrification is good for business, good for property values and good for Durham's treasury department. Who does gentrification hurt? Those who do not own businesses or property. **roughly 79%** of the people who will be affected by the Alston Avenue Design District and the redevelopment of the former Fayette Place property. The city council cannot turn a blind eye to the conflict between the city's need for growth and desire to protect those most vulnerable to gentrification. I would only support initiatives that are committed to meeting the city's affordable housing goal as well as those that give priority to low income residents that provide essential services, such as teachers.*

6. What should the city seek to accomplish through its power to stimulate and regulate growth? What principles and considerations will guide your decisions in zoning cases and other development issues? Illustrate your answer with a recent controversial zoning case. Did the city decide the case correctly? *Please limit your answer to 500 words.*

The city has an obligation to promote equity and to protect public health, safety, and welfare. My decisions in zoning cases and on other development issues will be made with these principles in mind. Also, a central web-based platform where Durham residents can vote on and prioritize city initiatives

would go a long way to engage with those most affected by these decisions. Like in the recent North River Village, NextDoor and Facebook and a public hearing became integral in voicing support and opposition. Constituents debated the impact of the proposed development on the environment, traffic, schools, overall aesthetic of the neighborhood. The City Council made the correct decision by listening to the concerns of the people and choosing to preserve the community as is.

7. Under what circumstances would you vote to approve a rezoning that does not include commitments to meet the city's affordable housing goal? If you answered yes, how would you ensure that the city meet its goal? Please illustrate your answer with a recent case. *Please limit your answer to 500 words.*

I would not vote to approve rezoning that does not include commitments to meet the city's affordable housing goal.

City Finances, Capital Improvements, Transportation, and City Services

8. If the city needs more revenue for a basic public service, do you, in general, favor a new or increased user fee or a property tax increase? Residential trash pickup is an example of a basic service. *Please limit your answer to 250 words.*

Each service should be assessed based on how many people it serves. If the service affects the entire city population, then the cost should be spread over the entire population and be income based. If the service only affects homeowners, such as yard-waste collection for example, then property taxes should increase marginally.

9. Do you support or oppose Durham's plans for rail-based transit? If federal funding for the project is denied, what must Durham do about transportation, urban planning, housing, taxes, and infrastructure? *Please limit your answer to 400 words.*

I support rail-based transit. I have seen first-hand how valuable it is for a mass transit system to decrease traffic congestion and pollution, increase accessibility for those with disabilities and senior citizens, as well as provides commuters with increased job opportunity. If federal funding should become unavailable, then a mix of other options should be explored, such as state loans, national development bank loans, multilateral development bank loans, commercial loans, and bonds. Also, asking for investment from the companies that would be the most impacted by the creation of the light rail system would alleviate some of the financial burden.

10. Does the city's investment in bus transportation reach the population that needs it most? What else can be done to improve bus transportation access and affordability? *Please limit your answer to 400 words.*

A lot of positive change has occurred in our transportation system, but there is always room for improvement. Making sure street lamps, accessible sidewalks, and covered bus benches are provided at all of the city's bus stops will go a long way to ensure the safety of the cities riders. More importantly, however, we need to proactively monitor our transportation system to make sure that it aligns with the city's housing development plans. As populations begin to shift due to urban revitalization initiatives, making sure that we are adequately following that change and adapting to the city's needs is important.

11. Would you support a property tax relief program, for example, a circuit breaker, to reduce the tax burden on homeowners with limited resources and help them stay in their homes? If your answer is yes, please describe the program or programs you would support. If your answer is no, please explain. *Please limit your answer to 300 words.*

Yes, I support a property tax relief program for the elderly, disabled, military veterans, and low-income residents. A mix of programs based on need should include property tax deferment, income-based property taxes, and subsidized loans based on the need and situation.

12. What is the city's most pressing capital improvement priority? *Please limit your answer to 300 words.*

Fixing and expanding heavily trafficked roads is the most pressing capital improvement. Our city is alive. And our roads and infrastructure are the veins that move us around the city. As a city counsel member, I would support the expansion of utility coverage to areas that currently have little or no access to these services, building sidewalks and bike lanes to make the city accessible, and adding street lights to make our streets safer.

13. What would you push for in the city's upcoming budget? *Please limit your answer to 300 words.*

I would support initiatives that provide more affordable housing, improved public services, and targeted education and training resources for residents.

Policing and Public Safety

14. Is there a trust problem between the people of Durham and the police department? Are you satisfied with the department's responses to issues of use of force, racial profiling, deployment of personnel, searches, and communication with the public? *Please limit your answer to 400 words.*

All police departments should move to increase transparency within the communities they serve. In addition to publishing data on law enforcement tactics and policing methods, I support initiatives for civic engagement, such as town hall meetings and public forums, as well as partnerships with local community engagement organizations to alleviate distrust. I would like to see classes on self-defense and firearm safety offered by the police department in order to build relationships, and support programs like the Police Athletic League to improve the police department's public image with youth within their districts.

15. To what degree, if any, should the city cooperate with U.S. Department of Immigration & Customs Enforcement? Should the city become a sanctuary city? If your answer is yes, for whom should the city provide sanctuary and by what means should sanctuary be provided? If your answer is no, please explain your reasons. In either case, please be specific. *Please limit your answer to 400 words.*

No, our city should not cooperate with U.S. Department of Immigration & Customs Enforcement. I value contributing members our city regardless of ethnicity or immigration status. ICE does not support my values nor does it support the values of our city. Instead, it serves to encourage racial profiling and harassment and tears families apart. In addition to increased transparency, a commitment to becoming a sanctuary city will go a long way in restoring the people's trust in Durham and its police department.

16. Should the city allocate more, less, or about the same money to policing? Please explain your answer. If your answer is less, would you allocate more money to other services to improve public safety? Again, please explain. *Please limit your answer to 400 words.*

Policing is a response to a problem, not a solution. The problems that lead to criminal activity such systemic racism, low unemployment rates, and poor education will not be resolved by allocating more

financial resources toward policing. Instead, I support allocating more funds to improving employment opportunities and empowering our community with access to public resources. Numerous studies show that investing in our people will increase public safety and reduce the need for increased police presence in our community.

Civil Rights

17. Name one issue in Durham that directly impacts, or is directly impacted by, race inequity and how can the city incorporate a race equity framework in addressing this issue? *Please limit your answer to 400 words.*

School segregation directly impacts racial equality. As of last school year, only 18 percent of Durham Public School students were White, while 20 percent of all charter schools in the state are 90 percent or more White. The city can incorporate a race equality framework and stem the tide of increased segregation by promoting diversity within Durham city schools. As it stands, families have expressed a desire for a more diverse student body and the city council can be the platform to help families find their voice and address the underlying reasons why many minority students are being left behind.

18. If the city could adopt an ordinance concerning the civil rights of members of the LGBTQ community, what provisions should that ordinance contain? *Please limit your answer to 400 words.*

I strongly advocate for ordinances that protect everyone's dignity and right to privacy. It is the responsibility of the city council to do the same and oppose the deeply-embedded homophobic and transphobic attitudes that are all too common in our city. Ordinances should contain provisions to protect the rights of the LGBTQ community in our schools, workplaces, housing, in accessing public services and public spaces.

Personal and Political

19. What would you bring to the city council that is not already represented by the members who are currently serving? You may wish to consider your background, education, experience, and set of skills when responding to this question. *Please limit your answer to 400 words.*

I am everything Durham has to offer. I am a fourth generation Durham resident. My family has seen Durham thrive and wane and thrive again. I am a graduate of one of the best schools in the country, right here in the heart of our city, Duke University. For the last eight years, I have been away working for the United Nations, an international NGO whose mission is to help local governments to empower their people. Now I have returned, and I will bring everything I am and everything I have learned back to my city.

We are moving forward. Durham is a hub of innovation and technology and the city is alive with potential. But, with significant change comes the potential for the voice of some to go unheard. As a city council member, I offer my passion, dedication, and experience to ensure that we keep the interest and concerns of ALL residents at the forefront of our efforts.

20. Have you ever been convicted of a criminal offense other than a minor traffic offense? If your answer to this question is yes, please describe the charge or charges, the circumstances, and the outcome. *Please limit your answer to 250 words.*

No.

21. For whom did you vote in the 2012 and 2016 presidential and gubernatorial elections? For whom did you vote in the 2014 U. S. Senate election? *Please limit your answer to 75 words.*

I believe in my duty for civic engagement and the need to be engaged in local and national politics. However, I don't believe who I voted for is more important than the values I believe in.

Please don't forget to provide us with a resume or personal history.

Ann-Drea M. Small

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SUMMARY

Results-driven IT Architecture professional with over 10 years of experience researching, managing, designing, testing, piloting, integrating, and implementing innovative IT solutions for public sector organizations. Has keen problem solving talent and the ability to quickly comprehend new technologies and communicate effectively with peers, superiors, vendors, and clients.

KEY SKILLS

- Project Management
- Requirements Gathering
- Customer Support
- User Training
- Test Planning and Scripting
- Systems Development Life Cycle
- Business Systems Analysis
- Business Intelligence
- Advanced Analytics
- Large Data Sets
- Network Infrastructure
- Network Security
- Root Cause Analysis
- Vendor Management

HIGHLIGHTS

- Improved user experience for our cloud-based corporate applications.
- Served as SME for several network-related technologies.
- Assisted in implementing minimum network bandwidth predictive model for 200+ remote offices with varying network types, ISPs, and performance issues. This capability didn't exist before.
- Piloted SD-WAN firewalls with application performance monitoring, QoS, and network traffic prioritization for over 200 remote offices.

EXPERIENCE

- Dec. 2016-present **Technical Consultant** skills-based volunteer Durham, NC
- Configure, upgrade, and repair systems for several non-profit clients.
 - Advise the purchase of IT infrastructure based on cost, speed, reliability and security.
 - Propose potentially more efficient and secure services.
 - Streamline business processes and procedures.
- May 2012-July 2016 **Performance Engineer** UNICEF New York, NY
- Provide systems engineering, project management, and Level 3 support to global, highly-available SD-WAN network of over 200 offices and 15,000 staff.
 - Researched new technologies and planned proof-of-concept and production implementations. Assisted with implementation.
 - Collaborated with cross-functional teams to turn stakeholder expectations and technical specifications into business requirements.
- Nov. 2008-May 2012 **Testing Assistant** UNICEF New York, NY
- Designed test scenarios and lab environment for testing. Conducted performance, load, and stress testing.
 - Analyzed throughput, latency, bandwidth and CPU utilization, demand, memory, and transaction response time to using network monitoring tools to monitor performance issues.
- May 2005-July 2007 **IT Specialist** The Impact Movement Orlando, FL
- Launched a new conference registration tool built using HTML, PHP, and MySQL. Oversaw all enhancements, payments, database integration, and correspondence with over 3,000 users.
 - Managed our online store, including processing and shipping all retail and wholesale orders, managing inventory, fiscal activities, managing web content, and coordinating major events.
 - Created web content, tweaked layout, designed event pages and tools, created video and flash promotional materials, and contributed articles targeting our student constituency.

EDUCATION

2010-2011 Baruch College, Zicklin School of Business, M.S. in Quantitative Methods & Modeling
2001-2005 Duke University, B.S. in Mathematics & A.B. in Cultural Anthropology
Certificate in Information Science & Information Studies
1997-2001 Bronx High School of Science, NY State Regents Diploma

VOLUNTEER EXPERIENCE

2017-present Board Member, Bronx High School of Science Alumni Association