

PA PAC Questionnaire for Mayor and City Council Candidates – 2019

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 within the word limits set for each question. Do not feel obliged to exhaust the limit for each question. If you use words or ideas from another person, please attribute your source.

Please return the completed form along with your resume describing education, work history, community service, and prior political experience as soon as possible, but by August 5, 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 August 5 deadline, the 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.

Candidate's name: Javiera Caballero

Office for which you have filed for election (circle one): **City Council**

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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 200 words.**

Finding the balance of how to govern given the context we find ourselves in is the "issue" that is most important to me, and I believe that naming a single issue is not an option. We are a rapidly growing and gentrifying city where the gap between our most affluent and least affluent residents continues to increase. We have to think about affordable housing, our local economy, community safety, and how we're going to respond to and mitigate climate change. We also have to think about all of these issues in the context of state and federal policy and action.

Affordable housing is the issue that has been at the forefront of local government policy decisions, and it is essential that we address it to the best of our abilities (although our tools are extremely limited). This is why passing the housing bond is so crucial: it sets us up for a completely different trajectory than most other cities. In addition to an increased supply of affordable housing, we also have to foster a local economy that benefits all residents. We hear a lot about how folks moving to Durham make about \$10,000 more a year than residents who are already here, but Durham has been a city that people have migrated to for many decades now. We have absorbed many people into the fabric of Durham, and

while our local economy must meet the needs of a variety of residents, we must center our policies on those who have been left out or are struggling to remain. We must help communities of color build up their wealth by becoming homeowners and business owners. Ideally we would do this through environmentally-friendly policy and practice. You can find more detailed policy proposals on my website, on issues from affordable housing to inclusive economic development, both of which are part of the Bull City Together Platform- <https://www.javieracaballeroparadurham.com/>

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? Please limit your answer to 400 words.

- We can continue being a model employer that pays living wages to all city employees, and I was proud to make that a reality for our part-time workers when we passed the budget in June.
- We can look at extending the living wage requirement to all city-owned properties that have contracted management, such as the Convention Center and DPAC, which could push other downtown restaurants and hotels to follow suit by creating wage pressure.
- We can make sure any private business seeking city incentives either pays their workers a living wage or has a plan to quickly get their employees to a living wage. If they do not, we can choose not to provide an incentive.
- We can continue supporting Durham's Living Wage Project and lift up businesses who have signed on to it.
- Most importantly though, we need to lobby the state to allow municipalities to have local living wage ordinances. All workers in Durham deserve a living wage.

3. Describe your interest in and commitment to public amenities such as playing fields, open space, street trees, traffic calming, and walking and biking facilities. Are you willing to raise property taxes to provide for and maintain these amenities? Are public amenities allocated to neighborhoods equitably? Please explain and cite examples. Please limit your answer to 400 words.

I was disappointed when I saw how low Durham ranked on the Trust for Public Land's ParkScore index and am thankful for the INDY Week's follow-up article, which highlighted some of the specific issues that we face in Durham that many other communities don't.

Public amenities are something I really believe in, because all Durham residents can use them. They are essential to making a city something beyond a physical location and into a community. Unlike bars, restaurants, and even publicly owned properties like DPAC, there is usually no cost for admittance (or it's very low). I would be open to raising taxes, and I think the most effective way to do that would be to bump the ½ penny for parks to a fully penny. We have made great progress on this issue, from our Trees Across Durham initiative to the installation of the longest protected bike lane in NC. We still have a lot of work to do and I think creating a sense of urgency -- especially by moving plans such as the Aquatics Facilities Master Plan forward -- is important.

Historically we have not allocated amenities equitably. I think looking at our tree canopy is pretty indicative of how and where we focused our efforts. This is why the Equitable Engagement Blueprint that Neighborhood Improvement Services developed is so important, and why it was essential to ensure they had the necessary funding in this year's budget to do the work effectively.

- 4. What is your position on providing public incentives to private firms to promote economic development in Durham? How can city government use development incentives to promote more widely shared prosperity, including better jobs and higher wages for Durham residents? Please limit your answer to 400 words.**

I am open to providing public incentives to private firms. Currently the Council is not awarding the types of large incentives that were given in previous years, because the need to incentivize that development, especially downtown, isn't as pressing as before. There were also legitimate concerns as to who was benefiting from the types of incentives that were given. We still provide smaller incentives such as our Building Improvement Grant and Retail & Professional Services Grant (RPSG). All incentives that we award should ensure that employees will be paid a living wage, that the employer is willing to hire formerly justice-involved residents, and that they can commit to hiring current Durham residents.

I am excited to see community members and organizations developing an "Equitable Development Scorecard," which will help both Council members and the Durham community to have a clearer understanding of the potential benefits of offering an incentive to a developer. It would also ensure that the process is aligned to the type of economic development we need: one that is centered in equity and shared prosperity.

- 5. What are the biggest barriers to increasing business ownership by local people of color, and what is the city's role in reducing those barriers? How could the city's supplier diversity or other practices foster more business growth opportunities? Please limit your answer to 400 words.**

There are several barriers including access to financing, capital, and the technical expertise to launch a business. These problems are not unique to Durham; they are an extension of racist policies that have intentionally left out non-white communities. Black communities have often been the most negatively affected because different immigrant groups, while not initially perceived or defined as white, eventually were granted that status and with it all the privileges given to white individuals and communities.

Implementing our Office of Economic and Workforce Development's plan -- "Built2Last: A Roadmap for Inclusive and Equitable Development in Durham" -- will be a very important way for the city to help reduce the barriers and increase business ownership in our local communities of color. In this past budget cycle we dedicated funding to help launch the Bull City Foundation, a non-profit debt equity fund that will expand and grow local business especially in our most marginalized communities. This fund has the potential to do a lot of good for the Durham community because it will entail the city working not by itself, but together with several partners, including other anchor institutions. Another important area where the city is bolstering its commitments to our local economy is through the Office of Equity and Inclusion, which will take a closer look at our contracting practices. The Housing Bond will be yet another means of producing local jobs through the commitment of DHA to build out a jobs program for their residents and other Durham residents. A lot of jobs could be produced if the housing bond passes and many people will have the opportunity to launch into construction and other trades - a job sector that we consistently hear needs more workers.

Housing, City Planning, and Neighborhoods

- 6. Do you think Expanding Housing Choices (EHC) will increase or decrease gentrification and displacement of lower-income residents? How can the city ensure equity in the use of EHC by people of color and other homeowners who have not had equal access to financing? *Please limit your answer to 400 words.***

This is a matter that Council will be taking up in the near future. The most updated version of EHC has not been released by the planning department; there have been several changes made and I am waiting to see what the final recommendations will be.

In general I support the planning goals that EHC is trying to accomplish: we have to move our land use policies in a direction that allows higher density and expands our housing supply. Durham and the area in general will continue to grow, and as it does we must work to contain our sprawl and grow in a different way than other southern cities like Charlotte and Atlanta. EHC recognizes that land is a finite resource, and this policy is a first step along the path of reformed land use policies that we must consider. Land use reform is not the only tool we can utilize, but it's an important one. In general we need to allow for more flexible housing options across Durham. We also need to create the opportunities for small developers, affordable housing developers, and home-owners, especially in our communities of color to be creative in their approaches in helping add to our housing supply. EHC could help many homeowners build additional housing on their lots, which could provide additional income or allow residents to age in place.

- 7. 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? *Please limit your answer to 400 words.***

I think there has to be careful balance -- we must continue to grow, but still keep Durham the unique place that it is. We cannot limit growth excessively because it would create too much scarcity and push housing and development costs so high that only very large firms would have the financial capability to develop in Durham. We also cannot develop without thinking about our environment: we need open and green space, we must limit sprawl, and we must think about public transit and our water quality. We also need a variety of housing that takes into account all the different kinds of people who live in Durham.

There are many things that I consider in zoning and development decisions. The environmental impact is really important, as is the cost of the housing, the kinds of infrastructure commitments the developers included in their project, and how they worked with the neighboring communities as they created their development plan. The information provided during public hearings is also crucial; hearing from residents, the developers, and planning staff provides the additional context I need to vote in a way that benefits Durham.

- 8. Do you support the \$95 Million Housing Bond and the city's Five-Year Affordable Housing Plan? Why or why not? *Please limit your answer to 400 words.***

Yes and yes. Affordable housing is **the** issue we need to really have a bold policy solution for, and we have that with the housing bond. The bond is one of the largest housing bonds ever put forward in NC. If we pass it and implement it with fidelity, we will not only have fundamentally changed the arc of Durham, we will also have given cities that are struggling just like Durham the roadmap to do the same. In NC we are limited in how we can build and promote affordable housing; we simply do not have the same options that many other cities do. Without a large public investment, we will not be able to create the amount of affordable housing we need.

The City's Five-Year Affordable Housing Plan outlines the basic parameters of what the bond will do and contains a good blend of a variety of funding for different strategies to meet our goals, It includes helping DHA redevelop its properties, continuing to disburse funds to local affordable housing partners, helping current home-owners weatherize their homes, and also includes funds to help first-time home buyers. I think all of these strategies are needed to meet the different kinds of issues people are facing in our affordable housing crisis.

I also want to acknowledge the legitimate fear -- especially in our DHA communities -- of residents not being able to return once their properties have been redeveloped. There have been serious mis-deeds in previous iterations of the redevelopment of public housing, Hope VI being the last attempt. HUD policies have changed since that time, and because we are committing so much local tax money to DHA redevelopment, Durham residents now have a different and better claim to how the work is done.

9. Would you vote to approve a rezoning that does not include commitments to meet the City's affordable housing goal? If yes, how would you ensure that the city meets its goal? *Please limit your answer to 400 words*

Yes -- inclusionary zoning is illegal under state law, we cannot demand that developers produce affordable units. This is why passing the housing bond is so important because we do not have the same tools that other cities have in the creation of affordable housing.

10. How should Durham's Unified Development Ordinance define a "single-family dwelling?" *Please limit your answer to 200 words*

I think the current definition works as far as the type of structure it's defining: a single family detached house, a patio home, a zero lot line house, that's not a manufactured home. What "single family" may mean, I believe, is beyond the scope of the current UDO to define.

11. What non-traditional funding schemes (such as public banking, community investment trusts, community development venture capital) have you been exploring for the City of Durham to implement that can bolster our fight against economic inequality in our community? *Please limit your answer to 400 words*

We're accomplishing some of this through the Durham Affordable Housing Fund and also through the Bull City Foundation, the non-profit debt equity fund the city just helped launch. The Durham Affordable Housing Fund has been important to our affordable housing developers because it gives them access to capital so that they are better able to compete with for-profit housing providers. Creating opportunities for residents in non-traditional funding schemes or

non-traditional economic models like public banking or worker co-ops would amplify the work we've started. We have made some headway by encouraging existing businesses to convert to worker cooperatives, but there is much more that should and can be done. Worker cooperatives in particular is a business model that we should be helping promote, and bolstering the work OEWD is already doing seems like an appropriate next step.

12. What planning policy goals and priorities do you wish to see from the upcoming review and revision of Durham's Comprehensive Plan? *Please limit your answer to 400 words*

I am most excited about the community engagement component that the Planning Department has very thoughtfully included. I also think it is important to acknowledge the pains the Planning Department took in its initial work, especially in how it handled the hiring of the consultant in charge of community engagement.

My hope is to create a Comprehensive Plan that is more accessible to Durham residents, and that allows for everyone to interact with our built environment in a more meaningful way. Buildings are not just buildings -- they shape how we move and connect with our broader community, and so it is important to include as many voices as possible. I think this a real opportunity to involve folks who may not typically engage in this kind of process.

Along with the community engagement opportunity, our next Comprehensive Plan needs to be really forward thinking about density and limiting sprawl, ensuring we do not continue prioritizing car-centric transit and additionally place equity and sustainability as top criteria.

13. Why do you believe that the recent light rail project failed in Durham? Where do we go from here? *Please limit your answer to 400 words.*

The failure of the light rail project was honestly one of the greatest disappointments I've had to deal with as a council member. While there may have been flaws in Go Triangle's execution along the way, many people -- including elected officials -- worked tirelessly to make light rail a reality. It was also hard to sit with the uncomfortable truth that the decision to terminate the project has put into jeopardy the wellbeing of the next generation of Durhamites in regards to climate change. We need a good mass transit system and we needed it at least a decade ago. There were many reasons why the project failed, including the General Assembly's lack of adequate funding and imposition of unrealistic deadlines. There was also a lack of real commitment to figuring out realistic compromises from Duke and the NC railroad when it came time for them to sign their cooperative agreement.

I like that our planning department is leading the effort in the next iteration of our transit plan; the planning department working closely with Go Triangle will give us a strong end product. We also have clear evidence that the planning department takes equitable engagement seriously and I am confident that they will do the necessary work to ensure robust stakeholder input was included in the process. The commuter rail between Durham and Raleigh, the best transit option to pursue between Durham and Chapel Hill, and increased busing in Durham proper are all components that will need to be addressed in our next transit plan.

14. What if anything, should the city do to distribute the property tax burden with greater equity and fairness? Please limit your answer to 400 words.

Ideally we would be able to collect property taxes based on income so that those with less means do not have the same property tax burden as someone with much greater resources. We can continue lobbying at the General Assembly through our delegation to allow us this flexibility. Unfortunately, until there is different leadership in the GA the changes we need will not happen. We must continue operating our long-time homeowner grant program, but we need to get the county on board for this program to be more impactful. Right now more of an individual's tax property is allocated to the county, and so any program we run will be ineffective without the participation of both the city and the county. My hope is that we can work with our county commissioners to make this a reality.

Policing

15. Is there a trust problem between the people of Durham and the police department? Are you satisfied with the department's leadership and 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.

We have made a huge amount of improvement in this area. Durham has been applauded nationally, and rightly so, for many of its police reforms, such as written consent to search and our misdemeanor diversion program, but we still have disparities in who gets detained by police. Nevertheless, in our last resident survey only 48% of black residents shared they were "satisfied with the relationship between their community and the police," while 67% of white residents said they were satisfied. Satisfaction does not necessarily equate to trust, but the same survey stated that "race is a critical factor in how satisfied residents are with their communities' relationship with the police." We have more work to do, but numerous decisions indicate that we are moving in the right direction, including: the addition of Latinx and LGBTQ liaison positions, the creation of the Safe Spaces program, and increased outreach in the Latino community, including several gatherings at churches across Durham to answer questions and concerns.

16. To what degree, if any, should the city cooperate with U.S. Department of Homeland Security: Immigration & Customs Enforcement and Homeland Security Investigations? What should the relationship be between local government and federal agencies such as ICE, DEA, and the US Marshals? Please limit your answer to 400 words.

We should not cooperate except in the areas we are mandated to by law or if there is a legitimate safety issue. 287g programs and ICE detainers are voluntary programs that cities and counties can choose to opt into or not. Since our PD does not operate a jail, we have a much more limited scope in how we interact with ICE in particular. I am grateful that Sheriff Birkhead has changed the Sheriff Department's practices around how they interact with ICE. Durham PD's practice of not asking for immigration status, limiting random traffic checkpoints, and expanding our U-visa policy has created a much better and safer reality for all Durham residents, not just our immigrant community.

- 17. 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.**

As I wrote in my previous questionnaire response for the appointment process, how much we allocate depends on the ask or the situation. I think what many Durham residents want is to first broaden our scope and vision in regards to policing and move to a community safety mindset. Community safety is a more holistic approach because it includes crime prevention and community well-being. We absolutely need to fund our police department effectively to reduce violent crime, and we should have our police department prioritize lowering our incidence of violent crime. We must also put resources towards violence interrupter programs -- the County currently has one, but a coordinated program with funds from both the City and County would be a tremendous benefit. Funding, again in concert with Durham County, a crisis first-responders program separate from the police department or Sheriff's office is another tool that helps community safety.

Civil Rights

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

As in question number one, there isn't just one issue. Adopting a race equity framework involves us thinking beyond individual issues and (to borrow from REI's Groundwater approach or analysis) looking at the "lake" or the system we are interacting in, not just individual issues/"fishes."

I think the two ways the City can and is moving this work forward is with the creation of the Office of Equity and Inclusion, and the hiring of our first Equity and Inclusion Manager. This Department will continue the work of helping us meet our contracting goals with minority owned businesses, and it will also help us examine more deeply our internal practices as an organization and how to create and implement policy with race equity as a core value. The Office of Equity and Inclusion will interact with all city departments to help them shift how they operate. The Office of Equity and Inclusion will also hopefully work closely with our Racial Equity Taskforce. The taskforce can continue providing recommendations, especially in our efforts on community engagement. Ultimately, everything from how we implement our CIP to how we do community safety will be impacted.

- 19. 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.**

If we were able to adopt an ordinance it would need to include non-discrimination protections for housing and employment, and it would need to include protections that cover sexual orientation, gender identity, and gender expression. It would unequivocally state our support and commitment to our LGBTQ+ community.

- 20. What can the city do to enhance its capacity to facilitate the reintegration of justice-involved individuals into our community, including removing barriers and providing economic opportunities for justice-involved individuals? Please limit your answer to 400 words.**

I think the city is doing a great job with its Welcome Home program and the DEAR program, which were developed through the city's Innovation Team. The Office of Economic & Workforce Development also recently launched a Transitional Jobs Program, which is a great expansion on the work we've been doing. We must also continue to encourage the private sector to hire justice-involved residents, and as mentioned in a previous answer any businesses that receive public incentive money must commit to hiring justice-involved individuals.

Personal

21. Have you ever been convicted of a criminal 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 200 words.*

No

Thank you for completing this questionnaire. Please do not forget to send us your resume or a brief biographical statement.