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1. I see and aspire for Durham to be a bastion of Progressivism that is simply reflective of the stated core values of American mythology. A city of unqualified equity, liberty, safety, and economic opportunity. I have had the immeasurable privilege of either championing or assisting in the institution of municipal policies that I believe move us toward that bastion. Guaranteed Income is an initiative I have called for and worked on almost since my entry into Durham's public life. It is now policy in Durham and will constitute an important part of our city's strategy to combat recidivism. My advocacy for a "Marshall Plan" type intervention at the municipal level in order to address historic disinvestment and bureaucratic violence in the Hayti district once drew ridicule from some in our city. So it was extremely gratifying to be able to cast a vote to actually allocate 10 Million dollars to revitalize the Fayetteville Street Corridor. I wrote Durham's official statement on White Supremacy, Anti-Semitism, and Islamophobia which was unanimously adopted by my council colleagues and remains in force today. I proudly joined with my council colleagues in unanimously adopting a Non Discrimination Ordinance containing some of the strongest language in our country affirming the dignity and rights of our LGBTQIA+ community. I made the proposal to increase the bonus and incentive pay of bi-lingual city workers across our organization chart. If reelected I want to defend and expand upon these policies as well as lead the charge to reintroduce violence interruption in the city of Durham.
2. I'm grateful that this question contains the qualifier "at this moment". I am in no way vested in the "eternal leader" dynamic and have gone through a serious and prolonged period of self reflection and interrogation in making this decision to seek another term. At this moment I believe that some of the policy gains I alluded to earlier in this document are in peril from forces external to Durham while internally some of the guardrails that protect the council's institutional integrity are being eroded. If reelected I'll either be the senior or one of the senior members of the council. I think this is a good thing given that there would still be a significant presence of newer leaders on the dais. But why me at this moment? If the attacks come for our Guaranteed Income program or the Marshall Plan I've already learned, rehearsed, and employed the lines of defense over years of advocating for the realization of these policies. As the immediate past president and a current member of the executive committee of the North Carolina League of Municipalities I've developed policy knowledge and navigation skills and deep across the aisle relationships that I believe will serve Durham well "at this moment" of great political chaos. My demonstrated policy successes, institutional knowledge and experience, commitment to Durham's progressive values, and confidence in the counsel and encouragement of some of Durham's most respected progressive voices both young and old give me confidence that I'm right person for this position at this time.
3. I have long touted the line that as a member of the Durham City Council you are by definition one of our city's "chief brand ambassadors." Put another way the manner in which we comport ourselves on and off the dais is as impactful as the policy votes we cast. Council members are walking billboards for Durham. With respect to interactions among council members, if a policy decision is impacted or skewed simply based upon one's personal feelings about a particular council member rather than on a serious and sober consideration of the facts of a case then Durham is in jeopardy. During my years of service I have intentionally started every council meeting and work session by referring to all of my colleagues as "honorable". It is my attempt to make a small contribution to our culture as a deliberative body that may disagree with each other on certain issues but respects and affirms each other's important perspective. As I have said on several occasions, on any given issue each one of my

colleagues by virtue of their election potentially represents thousands of Durhamites that share their view and therefore should not be dismissed nor devalued.

4. The singularly most important work product that the Durham City Council produces is the Annual City Budget. Full stop. Whatever values we espouse, goals we aspire, and even things we abhor are concretized in our budget. The first principle that informs my approach to the budget process may be surprising because it is not a financial touchstone but rather one of character. It is humility. Progressives in Durham come in many stripes and unity should not mean uniformity. There are about 300,000 residents of Durham and there are 7 of us charged with prioritizing where we spend our city's treasure. Of those 7 individuals it takes 4 to cross the threshold of policy implementation. Insisting that your view and your progressive values in a room full of progressives should rule the day without compromise may be effective on the campaign trail but is simply an unviable way to govern. I firstly listen with the understanding that as strongly as I may feel about something democracy is ultimately the carving out of shared space. Beyond this comes some foundational questions - are we securing the city's core functions? Are our employees being paid a fair, market competitive, living wage with benefits that cover their families? Are we leaving sufficient reserves to deal with unforeseen contingencies? If a tax increase is proposed can I confidently and articulately link it to the furtherance of a core function or in service to a core city value? The sufficient answer to these questions held in tension with deliberations with my colleagues informs my ultimate decision to vote for budget adoption.

5. The susceptibility of BIPOC and vulnerable communities to the ravages of nature was baked into government decisions on land use and neighborhood placement long before "climate change" was a thing. The historic Black town of Princeville, North Carolina comes to mind. I have fully supported and voted for every initiative aimed at meeting Durham's ambitious goal of zero emissions by 2050. I have and will continue to support the electrification of our fleet, the construction of LEED certified buildings with a commitment to mandating that city facilities lead by example, and the aggressive restoration and maintenance of our tree canopy with a particular emphasis on historically disinvested areas of our city. I am also in support of the city's ongoing efforts to modernize our storm water and drainage systems as some of our piping goes back over 100 years. I am proud that Durham has some of the most stringent storm water requirements in our state and leads in our water management and distribution functions.

6. Yes. I would support an inter local agreement (ILA) with Durham Public Schools outlining the financial arrangements and specifics of deploying HEART teams into our schools. I think it would be a wonderful way to forward Durham's values of restorative justice and non over-policing. I have long advocated that Durham's approach to public safety should be a comprehensive multi-faceted approach that incorporates all and any best practices that comport with our values. In this pursuit I have traveled to many cities across the country and have studied their programs and interventions and in some cases recommended Durham's consideration of certain initiatives. In actuality, I was the first elected official in Durham to publicly call for the deployment of unarmed mental health teams in Durham. No! I am not taking credit for HEART but it is simply a fact and one that I am very proud of. By way of changes I have recently called for the reintroduction of violence interrupters in Durham.

7. If there is any city in North Carolina that bears the moniker of being a stronghold of equity and welcome it is Durham. I am extremely proud of it. For those that have attended a formal racial equity training I would venture a guess that one of the most striking aspects was the arrayed timeline of government sanctioned statutory racial discrimination from the inception throughout the development of the United States. My view of government with respect to equity is simple - we broke it we should fix it. I am very proud of Durham's reputation as a city that is not just welcoming to immigrants and refugees but also accommodating. It is a great

source of pride to have supported with my vote the creation and funding of our city's Immigrant Defense Fund as well as a jointly supported county position for an Immigrant Services Coordinator. Some years ago Durham launched a Racial Equity Task Force to study and recommend ways our city could substantively pursue our equity goals through policy. One of my more noteworthy moments on council was when I held up the vote to officially seat the task force because there was not one Black male chosen to serve. Not one. After shuffling personnel the task force was empaneled and their work began. Durham's equity driven policy initiatives that I've advocated and supported has been the reprioritizing of Capital Improvement Projects (CIP) such as sidewalk and street repair in historically underserved areas, the launching of a Guaranteed Income Initiative, increasing bonus and incentive pay for bilingual city workers across our organization chart, and a 10 Million Dollar investment in the Fayetteville Street Corridor.

8. Currently there is no particular area of significance that I would identify as not being funded by the city that doesn't fall within the purview of our county partners. However, I believe I would be amenable to raise taxes to maintain fare free buses. I am a council member that actually rides the bus (#2 Line) and have witnessed firsthand the crucial role our bus system plays in the lives of some of our most vulnerable residents.

9. As police departments go the Durham Police Department in its current iteration is one of the finest departments in our state in terms of training, certifications and accreditations, citizen generated complaints, use of force incidents, and now compensation. But it wasn't always this way. Years ago a grassroots multi-organization network called the FADE Coalition including organizations such as Spirit House and Southerners on New Ground fomented change in the culture of our police department by demanding traffic stop data collection based on race, written consent for voluntary vehicle searches, making marijuana possession a low level enforcement priority, racial sensitivity training for all officers, and more. It was during this time that I met my future council colleague Charlie Reece who represented the People's Alliance participation in the coalition while I represented Durham CAN's support. I don't know if "satisfied" would be the best characterization because there is always room for improvement. However, the vastly improved department we have today is I believe directly attributable to the tireless and perhaps even perilous work carried out by scores of dedicated organizers going back many years. My respect for the efficacy of their work is precisely why I pushback against the importation of a nationalized, composite of "policing" consisting of the worst cases from around the country. I am a local elected official and have to govern based upon the particularities of MY police department in real time. With respect to resource allocation to the police department there are some straight forward questions that I have to ask as a policy maker and as a leader charged with the oversight and protection of an entire city. I'd like to propose a thought experiment - imagine going home and leaving your car running overnight every night for a month and never turning it off during the day, upon entering the house turn on EVERY light, appliance, and electronic device and never turn them off for a month, keep all your doors unlocked and your air or heat on (whichever is season appropriate) for an entire month without ever turning them off. How much would that month cost your household? That is the Durham Police Department (and any major police department quite honestly) not for a month but literally every day in perpetuity. Now times that by 300,000 people. The question is what is the market rate to secure a major US city of 300,000 people around the clock forever? As an elected policymaker it's not a simple matter as to whether or not I "think" the budget should be increased or decreased. The consideration begins with population trends, scope of work (impacted by initiatives such as HEART and Civilian Traffic Investigators), the integration of technology, the number of mutual aid agreements with neighboring jurisdictions, retirements and employee turnover, and other factors. I am willing to increase or decrease funding based upon a systemic and data driven consideration of these factors.

10. During my days as part of the leadership apparatus of Durham CAN one of the biggest campaigns I worked on was convincing the city to devote municipally owned land to affordable housing rather than sell it for what would often be a significant sum of money. It was a decision that required political will and a prioritizing of a value over the realization of a profit. One of the initiatives that grew out of this campaign was the fully affordable Willard Street Apartment complex. It was a poetic moment in my public career when I had the opportunity to cast a vote for the approval of an affordable housing project as a council member that I advocated for as an organizer. As a member of the council I continue to advocate for the use of city owned land for affordable housing projects as a cornerstone of our affordable housing policy. I believe that our city should continue to explore the judicious floating of debt (bonds) in order to fund future affordable housing initiatives. Finally, I am committed to continuing and improving the use of Durham's density bonus and inviting developers to generously donate to our affordable housing fund.

11. Aside from passing an annual city budget, land use (zoning) decisions may arguably be the second most important area of decision making for the city council. Early in my tenure on the council I learned that in matters of zoning every NO is still potentially a YES to something else. There are no inconsequential zoning votes. My process begins with a consideration of the relevant parts of our Comprehensive Plan which I actually read before voting on its passage. (It's worth noting that it was not passed unanimously). While the Comp Plan does not carry the force of law it is a crucial launching pad for engagement and deliberation with my colleagues as to whether or not a proposed development comports with our shared vision of Durham's future. I thoroughly read the comments of members of our Planning Commission and gauge the number and quality of public meetings held by an applicant developer. I weigh the potential environmental impacts against the potential benefits of meeting Durham's housing needs and also take note of any proffers to our affordable housing and/or education funds. Finally I consider if what is being proposed is an improvement or provides more benefit than what could be developed by right on the tract under consideration.

12. It should be a source of pride for all Durhamites that our city has maintained a AAA bond rating over many years. In fact Durham is consistently ranked as one of the best run cities in the US. Our bond rating is of course tied to the way we incur and dispose of our debt. The decision to incur debt starts with the council but is subjected to the will of the people of Durham. During my tenure the council has placed at least 2 noteworthy bond referendums before the citizenry for Affordable Housing and Infrastructure and Parks. Both of these bonds were overwhelmingly supported by the people of Durham. I am by nature debt averse but have been very impressed and pleased with how Durham has leveraged our exceptional financial health in order to amplify and accelerate some value based outcomes that would have taken longer to achieve were it not for the strategic and efficient use of debt.

13. Speak Up and Condemn! No exceptions. Recently at a City Council meeting I felt compelled to condemn what I thought were blatantly xenophobic and anti-immigrant utterances that were stridently made in a place where all neighbors should feel especially welcome, affirmed, and safe - the Durham city council main chamber. I must admit with sadness that there have been occasions when I thought that leaders could have been more direct and vocal in pushing back against some of the trash that has been spewed in our public square. Whether you're in office or seeking office these types of attack should find no safe harbor in your circle. As I mentioned earlier in this document I believe all members of our city council are by definition brand ambassadors for our city. What is more anathema to our brand than attacks on immigrants and members of the LGBTQI community? If you are in leadership or seeking leadership it is incumbent upon you to make sure that your surrogates, visibly embraced supporters, volunteers, staff, inner circle, and garden variety entourage reflect the values of the city you purport or desire to represent.

14. Bold and powerful statements about what we should do in the face of federal or state preemption make for great campaigning. They should in no way, however, be confused with actual policies that secure and operationalize our city's values. North Carolina is what's called a Dillon's rule state which means that local municipal power is greatly curtailed and circumscribed by a state legislature which holds authority over the city charter. I frequently smile inwardly when I've been encouraged to lead as if this wasn't the case. I've smiled outwardly when I've heard appeals to actually replace leaders with folk who will lead as if it wasn't the case. As a senior member of the council and a progressive, I not only have a platform I also have actual policy achievements in force right now that may run up against preemption. One of the main reasons I'm running is to safeguard policies such as Guaranteed Income and The Marshall Plan by working them into acceptable and defensible municipal policy silos and exploiting the relationships I fostered as the leader of one of the state's most influential non partisan organizations.

15. There are some who mistake the meaning of representative democracy as repeat after me democracy. Leadership is not ventriloquism in either direction. This question perfectly captures the tension of democratic leadership when you exceed more than 1 constituent or source of information. My process begins with a proper framing of the variables in the decision making nexus. I don't view the staff and advisory committees as oppositional or competing forces but rather as discrete variables that are part of a larger decision making equation. It's not necessary and in some instances not desirable for the staff to parrot residents or advisory committees because they may be treating completely different aspects of the same problem. In fact the very proposition of having an elected leader may find its highest iteration in moments when there are conflicting recommendations. I don't ever vote "for" or "against" the staff or the planning commission. I vote in consideration of their input which may or may not carry the day depending upon a number of other factors including what I think best captures the interests of the people that have temporarily entrusted me with decision making authority. This is the nature of an advisory body and a staff. It's not personal and we're not peers in this particular configuration.

16. So let me first state the obvious obligatory response that the Durham City Council has no jurisdiction over our schools. With that said our DPS students are our youngest and often most vulnerable constituents and finding ways to partner with our schools to make their and their families' lives easier is not only a privilege but I believe it's a sacred responsibility. From a real estate point of view DPS properties would be the most apparent and logical places to host Aftercare for All leaving most likely a financial role for the city. This doesn't preclude programming at city recreational facilities, coordination with GoDurham for transportation, and the incorporation of Durham's artistic community.

17. I would push for Durham's equity driven campaign to improve municipal connectivity to expand beyond historically disinvested areas to include all school zones zip code notwithstanding. I have and will continue to support incorporating protected bike lanes into all new street construction and future repairs and road improvements.