



2024 Portland City Elections Questionnaire

Thank you for taking the time to fill out United for Portland's candidate questionnaire. Any candidate seeking our endorsement or support must fill out this questionnaire.

The endorsement process and all responses will be made public on our website.

Please return this questionnaire via email to doug@moorestrategicconsulting.com. Please return it as a Microsoft Word document or as a PDF file by 8/30/24.

All questions are open-ended, and an opportunity to tell us about your thoughts on key issues facing our city, as well as discuss your leadership style. This will be shared on our website, and we ask that you take the time to tell us what you really think and what voters should know about you. There are no right answers to these questions, and we don't want you simply telling us what you think we want to hear.

If you need further information about any of the items covered in the questionnaire, please give United for Portland Executive Director Doug Moore a call at 503-729-5175 or email doug@moorestrategicconsulting.com.

Candidate Name: Mariah Hudson

Campaign Contact: Annie Ellison

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Candidate Signature: *Mariah Hudson* (can be electronic or signed).

1. Do you want United for Portland's endorsement and support?

As a candidate dedicated to revitalizing our city and supporting local businesses, I would be honored to have United for Portland's endorsement and support. I believe our goals are closely aligned, and your endorsement would be a significant step toward electing a council focused on achieving a thriving economy that benefits all Portlanders.

By working together, we can ensure that our neighborhoods are not only safe and clean but also vibrant hubs where businesses can flourish and families can thrive. I am eager to collaborate with United for Portland to drive positive change in our community.



2. What's your approach to ending unsheltered homelessness in Portland?

My approach to ending unsheltered homelessness in Portland starts with fixing our broken shelter system. Right now, we have a system that's failing our community—shelters with empty beds while people are forced to sleep on the streets. We need a real-time tracking system that matches people to available shelter beds, ensuring that no one is left without a safe place to stay.

But shelters alone aren't the solution. We must provide a variety of housing options that meet the diverse needs of our community, including sanctioned camping villages, tiny homes, and housing with wrap-around support services. It's about creating a pathway to stability and dignity for everyone.

We also have to confront the addiction crisis head-on. Many of our unsheltered neighbors are battling substance abuse, and without comprehensive treatment and support, we won't see lasting change.

At the same time, we need to build more housing at every level—affordable, transitional, and permanent. This is how we address the root causes of homelessness and create a city where everyone has a place to call home. Ending homelessness isn't just about providing shelter; it's about restoring hope and building a community where everyone can thrive.

3. How do we create housing sufficient to meet future needs, not just current needs? What mix of housing does that look like to you?

To ensure Portland has the housing we need not just for today, but for the future, we must take bold and decisive action. First, it's crucial to streamline our permitting process. Right now, red tape and unpredictable timelines are slowing down new construction and adding unnecessary uncertainty. By making this process more efficient, we can speed up build times and make it easier to bring much-needed housing to market.

Safety is another essential factor. For people to choose Portland as their home, our city must be both safe and perceived as safe. We need to focus on making our neighborhoods secure, well-maintained places where families and businesses alike can thrive.

When it comes to the types of housing, we need a diverse range of options. This includes everything from large developments to infill housing like accessory dwelling units (ADUs), which can help address our housing shortage in a way that respects and enhances our existing neighborhoods.

Finally, we should consider targeted tax incentives to encourage the development of affordable housing. By doing so, we can ensure that Portland remains accessible to people at all income levels. Through these strategies, we can build a Portland that is ready to meet the housing needs of today and the challenges of tomorrow.



4. When you think of public safety, what does that mean to you? What will you do to ensure public safety for all Portlanders as a member of the city council?

When I think of public safety, I envision a Portland where everyone—whether you're 9 or 90—can confidently enjoy our public spaces, knowing that help is available when needed. Public safety means that our streets are not just safe but also feel safe, with first responders who are fully staffed, equipped, and trained to protect our communities.

To ensure public safety for all Portlanders, I'm committed to fully staffing our police force, providing them with the tools and training necessary, and ensuring they're deeply connected to the communities they serve. This approach includes close coordination with county services to address addiction and mental health challenges that often underlie safety concerns.

I support community-connected policing, which will require additional FTE but will ensure better outcomes for our city. My work with the Albina Killingsworth Safe Neighborhoods Coalition (AKSNC) is a testament to how this can be achieved. By uniting neighbors, schools, and law enforcement, we successfully reduced gun violence in our community. This kind of collaborative, community-focused strategy is what I will bring to the City Council to make Portland safer for everyone.

5. What do you see as Portland's economic engine, and what do you believe it should be for the future?

Portland's downtown has long been the economic engine for our city and the entire state, serving as a hub of commerce, culture, and innovation. Revitalizing downtown is crucial; we need to make it a vibrant, safe, and thriving area where businesses want to operate, people feel secure, and cultural life can flourish again. But our vision for Portland's economic future must extend beyond downtown.

It's more than just downtown—we need to strengthen our businesses and the core neighborhoods where people can live close to where they work. By fostering local businesses and supporting neighborhood commercial hubs, we ensure that economic opportunities are distributed throughout the city. This approach not only reduces commutes and traffic but also strengthens community ties and local economies.

Additionally, Portland's future economic success requires us to diversify our industries and job base. Alongside the downtown revitalization, we need to expand into emerging sectors like green technology, healthcare, and advanced manufacturing, and provide robust support for small businesses across all neighborhoods.

In short, Portland's economic engine should be multifaceted: revitalizing downtown, empowering neighborhood businesses, and embracing a diverse range of industries citywide. This balanced approach will create a resilient economy that benefits all Portlanders and prepares us for the future.



6. Tell us about your leadership style. How will you work with constituents and interest groups?
How are you going to address the inevitable disagreements in a brand new council of 12?

My leadership style is both decisive and collaborative, rooted in my commitment to working closely with all stakeholders to find common ground and get things done. Whether it's working with constituents, staff, or interest groups, I prioritize engaging directly with the people who are impacted by the issues at hand. As chair of the Northeast Coalition of Neighborhoods (NECN), I often had to navigate conflicting interests on challenging issues like siting a shelter or shaping transportation policy. In these situations, I worked with staff and community members to ensure that our decisions were informed and reflective of the diverse needs of our community.

On the Portland Bureau of Transportation (PBOT) and Portland Public Schools (PPS) Budget Committees, I used a similar approach, collaborating with stakeholders to develop solutions that are practical and sustainable. I believe that good leadership means listening to all voices, understanding the nuances of each issue, and making informed, decisive choices that benefit the community as a whole.

As we move into a new era with a 12-member council, I am prepared to address disagreements by fostering an environment of open dialogue and mutual respect. My experience in non-profit advocacy and legislative work has taught me the importance of finding common ground, even when interests diverge. I am confident that by working together, we can create policies that move Portland forward, ensuring our city thrives for everyone.

7. What would you do to align Portland's taxing and spending with our city's needs and values?

To align Portland's taxing and spending with our city's needs and values, I would focus on ensuring that every tax dollar is spent wisely and efficiently. Portland has one of the highest tax burdens in the nation, so it's imperative that our spending reflects the real needs of our community without continually increasing taxes. This requires a thorough review of our budget, identifying areas where we can streamline spending, and eliminating waste. Collaboration with Metro and County governments is also essential to avoid overlapping expenditures and to make sure that every level of government is working together to meet the needs of Portlanders.

In addition to managing our budget more effectively, I believe our values may need to shift so that equity becomes a central priority with measurable outcomes attached. It's crucial that all Portlanders receive the basic services they need, and that our spending reflects our commitment to creating a fair and just city for everyone. By ensuring that equity is at the forefront of our budget decisions, we can better serve our diverse communities and make sure that everyone has access to the resources they need to thrive.



8. Is there an issue, topic, or policy we didn't ask about, but is very important to you? If so, feel free to ask and answer your own question(s).

A key issue that I believe is critical but often overlooked is the importance of using performance metrics to improve city services. My experience working in healthcare has taught me that data-driven decision-making is crucial for delivering high-quality services. In healthcare, we regularly track performance metrics to ensure that we are meeting the needs of our patients and continuously improving the care we provide. This approach is equally valuable in city government.

I believe Portland can learn a great deal from other cities and regions that have successfully implemented performance metrics to enhance public services. By adopting best practices and rigorously tracking our progress, we can ensure that city services are efficient, effective, and responsive to the needs of our residents. This not only helps in making informed decisions but also fosters transparency and accountability in how we manage public resources.

For example, when we see cities that have successfully reduced homelessness or improved public safety, we should be asking, "How did they achieve these outcomes?" and "What can we learn from their approaches?" By applying these lessons and holding ourselves to high standards, we can better serve the people of Portland.

In my role on the Portland Bureau of Transportation (PBOT) and Portland Public Schools (PPS) Budget Committees, I have advocated for using data and performance metrics to guide our decisions. As a City Council member, I will continue to push for a more data-informed approach to governance, ensuring that we are not just reactive but proactive in meeting the needs of our community.