



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: Mike Marshall

Campaign Contact: Ayshe Yeager, Campaign Manager

Phone #: 971-777-9931

Email: Ayshe Yeager

Candidate Signature:

A rectangular box containing a handwritten signature in blue ink, which appears to be "Mike Marshall".

(can be electronic or signed).

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

Yes, very much so. Aside from the obvious resources UFP will bring to the election, establishing an open alignment now will signal to the voters I am targeting in District 2 that my governing philosophy will be pragmatic and decisive. I am the candidate pledging to “get s__ done”. We have big problems but the solutions are not complicated. The support of UFP will send a loud message to D2 voters that I’m serious about tackling those problems as expeditiously and pragmatically as possible.

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



My short answer is we need more shelter beds, we need immediate access to addiction treatment and we need a true sense of urgency within city and county government.

Ultimately the city's approach to ending unsheltered homelessness should be guided by three core principles:

1. Providing shelter to unsheltered human beings is not charity—it's smart economics.
2. No one's life is improved by sleeping on the street.
3. No one has a right to sleep on the street.

The JOHS has identified that Portland needs 3000 more shelter beds but is currently only working on a plan to add 1000. We need a plan, with an aggressive timeline, for adding the additional 2000 beds as quickly as possible. Ideally, most of the new beds will be SRV/TASS shelters or converted hotels, given the proven efficacy of both compared to congregate shelters. Recognizing that community is a key component to any form of recovery, we should also begin to focus on creating more culturally specific shelter beds/communities.

The existing congregate shelters will remain an important part of the solution. But many folks insist on staying on the streets not because they love the great outdoors—but because they perceive the existing shelters to be dirty, dehumanizing and unsafe. To reverse that perception, we must address the reality that they are not wrong. Hence, JOHS should also upgrade the existing congregate shelters with trauma informed design, a smaller number of guests and better access to wrap-around services.

Likewise, the city should develop at least two more RV camps and begin impounding RV's if owners refuse to relocate to the designated sites. Free tows should be available.

Given the progress that has been made adding 1000 shelter beds, Portland should incrementally increase enforcement of the camping ban. But as with substance use, there should be a deflection component that includes a mental health and addiction assessment and mandatory detox if merited.

But shelter beds are not enough. I believe the absence of a comprehensive addiction recovery system of care has hobbled the city's ability to move folks off the street. If we don't deal with the underlying cause of sustained homelessness, we're simply treading water. The city—either with or without the county and state—should build a system of care that provides immediate access to addiction treatment. Once we have at least four sobering centers across the city, we have increased our detox capacity by 200 beds linked to 2-3 weeks of stabilization AND we have added 1000 sober housing beds, then we can be much more forceful in compelling people into recovery.



Lastly, we need less hand wringing and more urgent action. There is a penchant for politicians declaring emergencies and then the bureaucracy responding with a half a solution at a snail's pace. Three months ago, JOHS held a "grand-opening" for a brand new shelter in Arbor Lodge. It's still not housing our unsheltered neighbors. Allegedly, there are supply chain issues relating to the doors at the shelter. Surely there is a temporary solution that can be improvised while waiting for the parts to arrive. I've also heard that the contracted provider can't find staff. Again, surely, we can redeploy city staff to get the facility open while pushing to hire permanent staff. Every problem has a solution—it just requires that someone be held accountable for making it happen.

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?

We know from the Portland Housing Needs Analysis that Portland needs to add 120,560 housing units over the next 23 years, 41% of which should be low-income, 29% should be middle income and 30% should be market rate. That equals 5,242 per year starting this year.

And yet, Portland will complete fewer than 600 new housing units in 2024.

Again, we need to design a response that meets the moment. Former Governor John Kitzhaber, at the request of Mayor Ted Wheeler, developed a memo on "Accelerating Housing Production in Portland." I believe it provides a clear path forward for quickly scaling up to meet the city's identified housing needs. He calls for establishing a 36-month Housing **Emergency Immediate Response Period** linked to the existing **Housing Emergency Declaration**. During that time the following aggressive actions should be taken:

- o Expand us of the Multiple Unit Limited Tax Exemption (MULTE)
- o Suspend Type III Design Review except for appeals of Type II decisions
- o Consolidate and expedite permitting functions into one bureau (partially done)
- o Meet the statutorily required 120-day window for zoning/land use review and approval/denial, **or the project is automatically approved.**

These measures will not only expedite the construction process but also create the reliability that developers need to finance their projects.



But we also have look at short- and medium-term solutions that are feasible and completed quicker:

- Develop and financially incentivize a “home sharing” program (with concrete annual goals) targeting senior homeowners who wish to stay in their homes as they transition to fixed incomes.
- Convert Portland’s four golf courses (that lose money) into housing campuses utilizing modular homes and apartments.
- Incentivize and actively promote homeowners build ADU’s and waive any existing zoning obstacles for a set period of time.

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?

All Portlanders must feel safe. That includes young black men driving down the street, it means trans people going about their lives, seniors walking to the park, and children traveling to school. They not only deserve to be safe—they also deserve to *feel* safe. As a City Councilor, I will focus on the following:

· **Grow a Police Force that Reflects our Values.** Portland police are severely understaffed hence they are far too slow to respond (if at all) to community emergencies. Portland needs to hire enough officers to meet the national median of 1.8 officers per 1000 residents. That’s the equivalent of about 350 more police officers. More officers means faster response times which means more public confidence in the safety of our city.

But who we recruit is extremely important. Approximately 70% of the current police force live outside Portland. We need a police force rooted in Portland and in Portland values. As a council member, I’ll work with the police and the city administrator to identify a 10-year plan for building a progressive force, a majority of whom live in Portland.

The reality is that people of color—especially black and brown men—feel threatened by law enforcement. They are also more likely to be a victim of a crime. That is a dichotomy that we must address through recruitment, training and community relations. When our BIPOC neighbors feel safer around the police we will truly be making progress on public safety.

· **Utilize More Community Safety Officers & Portland Street Response.** Last March I had a neighbor call me on Saturday night asking for help—there was a man having a mental health crisis pounding on her front door, she’d called the police twice, but still no response. And there never was a response. She was left feeling unprotected



and the individual in crisis went without care. The next day, I was held up in traffic because four motorcycle cops were doing traffic control for the Irvington Children's St. Patrick's Day parade—hardly a good use of their time and our money. Portland Street Response should have been dispatched to my neighbor and Community Safety Officers should have been used for parade duty. Had that been done, everyone involved would have felt safer.

We know the appearance of law enforcement deters crime. Utilizing more community safety officers to patrol our commercial areas and parks is much more cost effective. Likewise, given that 70-80% of police calls involve a behavioral health issue, building our capacity to respond 24/7 to an individual in crisis will make everyone feel safer.

· **Address our Mental Health & Addiction Crisis.** So much of the public concern about safety in Portland is driven by public intoxication and psychosis. And the current crisis is largely driven by the absence of a system of care for addiction. As a person in long-term recovery from addiction who has spent the last 7 years advocating for more resources and a more complete system of care, I know exactly what is needed to allow Portland to move forward both compassionately and effectively.

I forcefully and publicly opposed Measure 110 in 2020 not because I oppose “decriminalization”—but because I knew the absence of a complete system of care in Oregon would preclude M110 from helping anyone. And I predicted that overdose deaths would sky rocket. But HB 4002, also created a false promise of relief. Arguing over deflection or diversion absent a system of care to deflect or divert people into is a meaningless, heartless argument.

But Portland could quickly build a system of care that would address our need:

- **Open Four Sobering Centers.** It's so frustrating to see the public debate about one center. We need four sobering centers—once in each quadrant of the city—that makes it easier for an officer to drop someone publicly under the influence of substances at a sobering center instead of a jail cell. The sobering center in Grants Pass costs \$400K/year to operate. Assume it will cost twice that in Portland, times four centers and it should cost about \$3.2 million a year to operate. Much less than the \$25 million currently proposed.
- **Add 200 Detox Beds.** Currently 50% of individuals who line up at one of Portland's 2 detox centers (medically managed withdrawal) are turned away each morning. This has been going on for years so it is safe to assume many more people would seek care if they didn't risk getting turned away. The City should incentivize providers to rapidly expand our current capacity from 100 detox beds to 300 so that everyone receives **treatment on demand.**



- **Add Stabilization to Detox.** Given the cognitive damage caused by the current supply of fentanyl and meth on the streets, many individuals are not capable of moving immediately from detox to residential treatment, intensive outpatient (IOP) or sober housing. 100 of the city's 300 detox beds should include the ability to stay for 2-3 weeks to allow their brains to heal and basic interpersonal cognitive skills to return.
- **Incentivize Establishment of 1000 more Sober Beds.** Currently too many people exit detox or residential treatment to their existing housing situation—one that does not support recovery. Additionally, we know that a sober living environment is affordable and, when linked with IOP, as effective as residential treatment in helping individuals suffering from addiction to heal. There are over 25 sober housing providers in Multnomah County—all of them, with some resources, can quickly scale their capacity without having to build anything.
- **Link Deflection to Detox.** This is the part that is missing from the conversation. Once we have the capacity, we should require anyone pursuing deflection from the criminal justice system to undergo detox. In doing so, officers will feel very incentivized to intervene in open drug use and it will assist each individual to develop the clarity they need to make better decisions for themselves. But absent capacity, we can't mandate anything.

Is most of what I sketched out above a county “responsibility?” Yes and no. The county receives most of the resources to fund behavioral health programs so arguably it's their job. But the health, wellbeing and safety of Portlanders is our city council's responsibility. We can no longer have a city government that says, “not my job.” As a city councilor I will leverage my policy expertise and work closely with the mayor and the county commission to get the system of care in place that allows us to improve public safety and save lives.

The perception of public safety is as important as the reality of public safety. But we can't raise confidence in walking our streets until we rapidly address the reality that often they are not safe.

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

Small businesses have historically been the economic engine of Portland and should remain so. In recent years, technology, sustainability, tourism and hospitality have become an important part of Portland's economic growth. While less measurable, it's also important to acknowledge the impact that the “maker's culture” had had on the



evolution of the Portland economy. Likewise, we must also recognize the stability and growth fostered by our signature brand employers like Nike, Intel and Columbia.

Moving forward we need to rapidly move to mitigate the harms caused by the tumult of the pandemic and the George Floyd protests as we set goals for diversifying and growing our economy. Pre-covid, Portland's brand was extremely attractive to investors and employers alike and we need to quickly rebuild that strong brand. A national campaign, linked to "Portland reinventing its democracy" would be a small but critical first step to communicating we are turning the corner.

Once repairing our brand begins, we should start looking at leveraging our strengths to attract investment and jobs. We should work to attract or establish another major academic institution that exploits our progressive values, attracts a more vibrant workforce and focuses on sustainability, justice and climate change.

Our small businesses should be nurtured and incentivized to scale up. We should invest heavily in workforce development with a focus on green energy, ai and biotechnology. And we should double our efforts to support the creative class and the arts/cultural community, with a specific focus on elevating diverse voices and talents.

The city—and we city councilors—must respect that our collective actions play a role in economic development no matter how far afield they may seem. Under the new system of government it is imperative that robust debate occurs but that Portland is seen where decisive policy is made and innovation is welcomed.

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?

Most of my professional career has involved building broad, effective coalitions and moving those coalitions to action. Whether it was constructing democratic institutions in emerging democracies (the [National Democratic Institute](#)), building the first statewide marriage equality movement in California ([No on Prop 22](#)) or organizing the recovery community to advocate for change ([Oregon Recovers](#)) I have been effective in mobilizing disparate individuals and groups around a shared goal. Alas, the roll of an advocate is different than that of a legislator. As an advocate I fought for an ideal while driving behind the scenes for a compromise.

I'm very clear that as a legislator my job is to negotiate compromise. I am openly campaigning on the promise that I will lead from behind and allow my colleagues to enjoy the public recognition. I have no aspirations for higher office and am happy to be in the background assembling seven votes to win. But candidly, in the first two years, I will work hard to avoid close votes on big issues—the voters need to see the new city



council robustly debating issues but acting rapidly and decisively to improve people's lives.

That said, I'm not afraid of difficult conversations and have a track record of speaking hard truths out loud. We can't solve our problems if we are afraid to have open and transparent conversations. A large part of the city councilors' roles will be to engage in meaningful oversight of the city programs and expenditures. Outcomes must be defined in advance and continually measured for success. Each of us must be open minded and willing to change our minds when presented with data and facts.

I'm excited Portland is reinventing its democracy and eager to be a part of making it work.

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

I am constantly hearing broad voter frustration with the taxes Portland families are paying against the backdrop of poor or no services. Alas, most of our taxes were passed by the voters and we need to acknowledge that. But they were not passed as part of a comprehensive tax system but instead, incrementally added at the state, metro, county and city level. With few, in fact, specific to the city.

One of my first actions as City Councilor will be to work with the other councilors to propose a joint task force comprised of city, county and metro elected officials to evaluate the various revenue streams created over the last 30 years and propose to the voters a revised, coordinated tax structure that reflects 2024 values and meets the community's needs.

Likewise, as previously noted, I will work with my colleagues to structure a much more robust, continuing budget oversight process that is linked to concrete, measurable outcomes and improves transparency in the expenditure of taxpayer dollars.

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).

I think creating a more resilient population and physical infrastructure in the face of climate change is key to Portland addressing its current livability, affordability and investment challenges. PCEF is a gift the voters have given us to create transformational change to meet the challenge. But, like too much of Portland government, its hobbled by small ideas and incoherent investment. I will work to modify it in a manner that reflects the values the voters expressed when voting for it but also accomplishes goals that have yet to be imagined.