



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: Tiffani Penson

Campaign Contact: Jennifer Webber

Phone #: 415-608-62223

Email: jennifer@webberpublicaffairs.com

Candidate Signature: //Tiffani Penson//

(can be electronic or signed).

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

Yes.

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

Ending unsheltered homelessness will take a concentrated effort by the city, county, and state that focuses both on a variety of housing options and the supportive services people need to successfully move into stable housing.



As a Portland Community College elected board member in Zone 2 North/Northeast, I have experience in creating and approving policy that pertains to housing development. We recently opened the 42nd Avenue Opportunities Center, which has 84 units of affordable housing and daycare services for poor and low-income people, in partnership with Home Forward, Native American Youth and Family Services. We are currently in the process of requesting information from developers and accessing Land Use Evaluations information and summaries of performance on Neighborhood-Level Affordable Housing Site Selection Criteria near our PCC campuses.

The first three actions to address homelessness and housing affordability I would take as your city councilor are:

- Convene a meeting with State, County, Metro, and City leaders to share information on the various plans each organization has on the issues, identify all the funding and budgets already allocated to these issues, and co-create plans on how we will work together to better serve the public.
- Identify and assess the work of the developers, contractors, and private partners that build affordable housing and are subject matter experts and the community-based organizations that serve the vulnerable populations to ensure we are leaning into the city's core values of communication, collaboration, and fiscal responsibility.
- Review current affordable housing policies and practices and/or create new policies to ensure that we find the most efficient and timely way to create shelter, temporary housing, and affordable housing to provide options that meet the needs of all members in the community while removing barriers for those with additional challenges.

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?

It's smart to plan for both current and future housing needs as we plan for economic growth and vitality in Portland. We should review zoning and development policies and explore the possibility of increasing the building height restriction, housing opportunities, and density as our city has grown into the 26th largest city in the US, so our needs are different than they used to be. I also believe we have many existing areas to explore and empty buildings that can be repurposed for a variety of housing options.

We need to find ways to house more of our workforce quickly and in less complicated ways. The expensive regulated housing should be reserved for those most in need, but it is also difficult to find housing for those in 60% to 100% income brackets. The city could develop a voucher system to serve this renter. This would need to be a voucher system that works effectively for both renters and landlords (timely payments, streamlined reporting, annually renewable). This would be different than Section 8 vouchers which are a federally backed program. I would like to create something local that could be nimble and fill the gaps for our neighbors that are out there doing the work we all rely on, without the ability to find housing they can afford close to where they work.

This is an opportune time to be creative when considering how to deploy dollars to house all ranges of our community. Currently there are some unique opportunities to buy relatively new projects for



less than market rate replacement cost per unit. I would like to understand more about what barriers are stopping that from happening. As your city councilor, I would be asking those tough questions and pushing for solutions. This window of time is only open until interest rates decrease and investor returns allow new projects to financially pencil again.

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?

Making Portland safe and livable for all people will be my number one priority as a city councilor. We all deserve good public safety and that includes 911/Fire/Police. I am experienced enough to know that two perspectives can be true at the same time. While it is true that the work of public safety professionals is essential to a safe and livable city—I also know it is true that there are systemic issues that urgently need to change for effective accountability and community policing.

In addition, there needs to be an adequate number of well-trained police to serve the size of the 26th largest city, meet response times and effectively serve our communities. We must work with police, community and stakeholders to identify the systemic and cultural issues that impact the safety of community members. We must have transparent communication and collaboration to solve the identified issues as it is critical to reducing harm and building trust within communities.

Safe, responsible and effective policing starts with recruitment, hiring and training. We must invest in tangible recruitment strategies (including using skilled recruiters), with dedicated police recruiters in partnership with human resources recruiters. There should be an intentional and approved outreach plan that encompasses outreach in our state and in other states to recruit and hire the best officers. We also should have collaborative conversations with stakeholders and police to identify opportunities for officers to connect with community on a relational basis and not only interact when there is a crisis situation, which is one of the elements of community policing.

I also believe that Portland Street Response is a program that Portland needs. Its effectiveness would improve with clearly identifying their role, requiring staff who are trained mental health/drug addiction clinicians with position classifications and pay that represent the required expertise and ensure PSR has the ability to transport people to get the services they need. PSR with trained clinicians should be part of our public safety response system, assisting with people in mental health and addiction crisis or in need of food and shelter. PSR should be collaborating and positioned within the public safety service areas to ensure a holistic approach and centralized focus on public safety outcomes and accountability.

Making change takes open communication and collaboration. I am a proven leader who looks for effective solutions to make our city staff better, which includes police, and I strive to serve our communities in excellence making them safe and livable for all.



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

I see Portland as a very influential place in the Pacific Northwest, and we will need to balance our growth with sustainability, welcoming innovative and creative ideas and solutions. For example:

- Expanding tech startups as we have a unique and vibrant culture, and although the cost of living has increased, it is still more affordable than the Bay Area.
- Continuing to lead in sustainability, eco-friendly practices related to LEED/green building practices and good transportation infrastructure, making it easy to navigate the city by transit/foot/bike. Other green initiatives will provide job opportunities and attract people and companies that share this focus.
- Increasing opportunities and access to affordable housing and spaces for creatives, such as musicians and artists, to thrive, enhancing our arts and culture scene. This is attractive to tourists who visit our city.
- Addressing challenges such as homelessness and housing affordability and livability through collaborative policies and public-private partnerships creating jobs, education and other opportunities.
- Expanding our food scene with unique and interesting culinary choices that attracts more tourist and foodies.

A thriving economy demands we have a safe city, a strong workforce, and streamlined processes to do business in our city. Portland is losing the small businesses we love and that contribute to Portland's uniqueness and economy. Businesses cannot operate if their surroundings are not clean and safe. At the city, I've worked to fast-track solving these problems through the Portland Problem Solver network. It's producing real results, and I'll work to expand it. To thrive, our businesses need the ability to meet the requirements of doing business in our city quickly and efficiently. I will work to add small businesses liaison positions back to the city to help new and expanding businesses move through the city's requirements.

The Portland economy cannot operate without a skilled and qualified workforce. I've witnessed firsthand the value of creating access to education, apprenticeships, internships and removing barriers for people reentering the workforce. I will ensure the city is partnering with businesses and training organizations to build a workforce pipeline so that everyone has access to family-wage jobs, good benefits, and safe working conditions.

Portland is an extraordinary city. When we center our focus on making it safe and livable, cleaning up unsafe and unsanitary conditions, housing our neighbors, strengthening our economy by supporting businesses and ensuring there is skilled labor, and creating policies and budgets that align with the needs of the community, we will build the next version of this city. We have to be collaborative, include the private and public sector and be open to listening and trying new ideas.



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?

I am a transformational leader as I am an authentic relationship builder who knows everyone brings different skill sets and values to the table. I understand change is constant, and I have always focused on the future and what's next to move an organization forward and meet the needs of the community. I find common themes in what I and my team members are passionate about to collaborate effectively to solve problems and implement new policies and practices. I always bring positive energy and communicate in a transparent and people centered way, respecting the diversity of thoughts and ideas.

I will address the disagreements as I do now in my leadership roles at the City, as a PCC Board Director and as KairosPDX Board Chair -- by bringing the focus back to the issue or challenge we are trying to address collectively on behalf of the internal and external customer or stakeholder. I am experienced enough in serving my community to know that there are "no friend or enemies, but only issues," and it is my role as a leader to ensure we are working together to create policies and practices that are reflective of the needs of our communities. We will not always agree, and that is okay, but if we center the core values of anti-racism, equity, communication, collaboration, transparency and fiscal responsibility passed by the City Council in 2020, we will create an inclusive culture where we treat people with dignity and respect, no matter what issue arises. We are in a critical moment in time, and the way the twelve councilors work together is vital to delivering on the basic services and reimagining our great city.

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 strengthen and create policy that ensures that money we collect for different taxes is being utilized for its purpose. It is apparent that some funding has been reallocated over the years for many reasons -- to either fill other gaps or address acute needs -- leaving deficits in delivery of services. Through an audit of our budget and identifying how we historically funded the delivery of the city's basic services, I am confident we will be able to collectively realign budget and spending to meet the operational needs of the city and deliver services to Portlanders.

We know we need to align resources and spending to ensure a safe and livable city, have good public safety response (911/Fire/Police), address the houseless crisis, clean up unsafe and unsanitary conditions and streamline services and focus on initiatives that support businesses, enabling them to thrive and create good job opportunities for people.

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).

What city program would you like to see expanded?

I would like to fund Portland-specific innovations and programs, like Problem Solvers, that cut through bureaucratic red tape to clean up and solve urgent issues that are present in our

UNITED *for* PORTLAND

community. By working together, the Problem Solver network addresses community challenges in a comprehensive, creative, and timely manner while maintaining a strong sense of urgency and accountability.