



## 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](mailto: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](mailto:doug@moorestrategicconsulting.com).

**Candidate Name: Nat West**

**Campaign Contact: same**

**Phone #: 971-255-0617**

**Email: [nat@revnatforportland.com](mailto:nat@revnatforportland.com)**

**Candidate Signature:**

A handwritten signature in blue ink, appearing to read "Nat West".

**(can be electronic or signed).**

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1. Do you want United for Portland’s endorsement and support?  
Yes, please! And also specifically the Portland Metro Chamber, since I owned Reverend Nat’s Hard Cider for 12 years.

2. What’s your approach to ending unsheltered homelessness in Portland?  
As a TriMet bus driver, I directly served people experiencing every kind of homelessness. I gave rides to people who are clearly not ready to move into an unsupervised apartment, as well as people who have a job and are in between stable housing. Almost every one of these people



need more than just shelter. So I will work to ensure that supportive services are always provided in conjunction with shelter.

I will work to stand up shelters of all types: Designated campsites with restrooms and other transitional facilities are key to getting everyone on a list to ensure that service providers can make meaningful progress with each person. Some folks are ready to move into a pod type shelter for more stability and a locking door, and to keep working on their sobriety. Many people are well-suited to emergency congregate night shelters, which have a low rate of creating permanent transitions to housing, but are easy for leaders to create. And others are ready to move into permanent housing with a light hand of social support, and a limited timeline of rent support. As a small business owner, I learned first-hand the importance of spending capital now to avoid greater expenses down the road. With that in mind, I'll advocate for emergency rental assistance and housing vouchers to ensure that people don't fall into homelessness.

We are almost nine years into our declared housing emergency but elected officials have seemed reluctant to use the tools offered as a result of that emergency declaration. I will work with the urgency that the situation demands.

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?

I am a fan of housing of all types: affordable housing financed in part with government funds, public housing owned by government agencies, and market-rate housing built by developers who see Portland as a desirable place to live. Portland ranks near the bottom of similarly-sized metropolitan areas in new housing starts. I will work with city planners and housing developers to right-size our System Development Charges, add new TIF areas where we will get the biggest bang for our buck, streamline the permitting process through strong oversight and constant adjustments to the new combined Permitting Bureau, and aggressively update zoning laws to respect the intention of the Urban Growth Boundary and move Portlanders away from long commutes and car-centric lifestyles.

On the campaign trail, there is constant talk of affordable housing. And while I will always work on policies to create truly affordable multi-family homes, my work will champion Community Land Trust arrangements to create opportunities for affordable homeownership, especially on "missing middle" type of housing projects.

And while not directly related to this question, I can't resist the opportunity to give a shout out to Mass Timber. I am very excited about the new Port of Portland Terminal 2 facility to accelerate the adoption of Mass Timber in the Western US. I will work to ensure that Portland is



the national leader in these types of projects. So in addition to solving our housing crisis, we can do so in a uniquely Portland fashion. These policy positions have already earned me the endorsement of HOME PAC and Portland: Neighbors Welcome.

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?

Public safety means different things to different communities, so this answer is a long one.

When I'm elected, I will work to create systems which include an array of first responders, each one much more specialized to the needs of the particular emergency than our current binary of police or fire.

Business owners agree that Portland Street Response should be expanded with increased authority such as transports and holds and operating hours increased to 24/7. On a per-call basis, PSR is the most fiscally-responsible way that the City has to meet the growing demands of 911, and it is an important part of the settlement agreement between the US Department of Justice and the City of Portland. On top of that, rank-and-file police officers don't want to respond to the kinds of calls that PSR is dispatched to. I will advocate for solutions to reserve our armed and operationally expensive patrol officers to the 0.35% of calls which end up in a use of force.

I will work to eliminate 911 hold times and reduce police response times, ensuring that all Portlanders can rely on quick and effective emergency services. I'll encourage community policing by shifting police resources toward building trust and relationships within neighborhoods. This includes increasing foot and bike patrols, encouraging officers to know the residents they serve, and reducing the reliance on aggressive tactics. My efforts will focus on both improving emergency response and increasing community investments to create a Portland with far less crime.

I will work to increase funding for the programs in our community which directly address gun violence reduction and intervention. Youth programs such as mentorship and job training as well as direct intervention programs such as Love is Stronger are an extremely low-cost way to make meaningful impacts on public safety, especially in District 2.

Much of our public safety challenges are simply the visible manifestations and knock-on effects of homelessness. So in order to make a meaningful impact on the perception of public safety in Portland, I will champion the creation of supportive shelters for all kinds of people experiencing homelessness.



And finally, I will work to implement the police accountability oversight board as voted on by 82% of Portlanders. This will be a critical component in the long-term work of creating a police force responsive to community needs.

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

For better or for worse, for the last few decades, Portland's economic engine has been a collection of companies in a variety of sectors. We don't have a dominant employer, and most of our major employers are outside of the City of Portland. While that diversity can offer some resilience in times of economic downturn, it also makes it harder to flip policy levers to incentivize meaningful local economic growth.

Portland has a worldwide reputation for its thriving small business community, from local craft breweries and coffee shops to tech startups and creative agencies. These businesses contribute significantly to the local economy and create a distinctive, vibrant culture. But since they represent many industries, it will remain a challenge for local government to grow them. (I'm up for the challenge.)

Our regional technology and software sector is an opportunity for the future. Portland remains a city with an incredible quality of life, especially among our West Coast peers. I will work on policies to incentivize knowledge worker companies to both remain and relocate here, bringing with them high-paying jobs, opportunities for cultural spin-offs, and job growth.

Adjacent to the technology sector is light manufacturing, in which Portland is unique among West Coast cities. Between our apparel and sneaker makers, our knife and hand tool manufacturers, and our packaged food and beverage companies, Portland has a unique opportunity to ensure that we are prioritizing good-paying jobs. Of particular interest to me is our lead position in Mass Timber, especially with the opening of Port of Portland Terminal 2, and the opportunity for an electrification hub on Swan Island with companies like Daimler and Photon Marine.

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 time as the president of a pretty big small business taught me the importance of being a professional listener and combining pragmatism with vision. As the president of a 30 person



company, I spent most of my days as a sort of cultural and communicative glue between different departments, plus picking up all the stuff that fell between the cracks. I loved ensuring that my staff had what they needed to do their jobs, and solving problems before they even knew there was a problem. But I also ensured that we were always moving towards our shared vision, and holding each other accountable for achieving our goals, not allowing excuses of, “that’s how we’ve always done it.” Small business owners don’t point fingers or say, “that’s not my job.” We get things done. And that’s how I’ll approach my role on Council: a collaborator with other Councilors, focused on each of us doing our best work, resolving conflicts among ourselves, and keeping our eyes on our objectives. I have been committed to the process of creating a high-functioning Council since I declared my candidacy. I have invited a huge number of candidates to public events that I organized. I have hosted private candidate co-learning sessions. And, at my personal expense, I host an internal listserv that all candidates participate in to help each other out, and share policy ideas so that we can begin implementing solutions on day one. This work will make for a stronger Council, whether or not I’m elected.

My love of working with constituents and issue-based interest groups is the main reason why I decided to run for this position. I spent the last few years at Reverend Nat’s Hard Cider intensely focused on helping other beverage manufacturers, primarily minority-owned businesses, start up and grow their brands. That is when I discovered how much I loved helping other people achieve their goals. Based on this realization, it was a natural progression to want to run for City Council.

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

There is no single way to reverse Portland’s decreasing tax revenue and increased budget needs but here are some areas I will work on.

Zero-Base Budgeting is a tool that I used in my business where each department starts from a “zero base” each year and must build up its expenses rather than assuming ongoing program funding. Not all departments should be run this way, and some programs should be earmarked as exempt from this process to provide enough continuity to achieve longer term goals. With this in mind, I see Zero-Base Budgeting not as a policy tool but as a vision tool for Bureau Directors to use. This approach can help eliminate wasteful spending and ensure that every dollar is used effectively, with a goal of mitigating the forecasted decreasing annual general fund budgets.

I will advocate for an increase in the role of our City Auditor. As Councilors, we should enjoy a strong partnership with the Auditor to ensure that the goals of our policies are being achieved by the bureaus and offices responsible for execution. This fact-based approach will help Council maintain our focus on outcomes for everyday Portlanders.



Prosper Portland is one of my special areas of interest, and can be a primary tool in our economic growth. I look forward to working with Prosper staff on the new Office of Small Business and providing the correct resources to maximize the broader economic effect of our tax dollars. When well-planned, one tax dollar spent can net more than one tax dollar collected.

I look forward to overseeing and demanding good value for our public-private partnerships. I will enjoy working on initiatives that benefit the community, such as affordable housing developments, public transportation projects, and green infrastructure. These partnerships can amplify the impact of city spending without overburdening taxpayers.

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'm going to offer two quick hits:

1. I will work to strengthen the partnership between City (particularly PBOT) and TriMet. Despite serving the three-county area, the TriMet Board is appointed statewide, and generally lacks accountability to the public. The infrastructure integration between PBOT projects and TriMet needs a better balance to ensure we are getting transit service that provides maximum benefit to Portlanders.
2. International sales of locally-produced goods is another area I will work on. We already have a strong foundation of trade with Canada, Mexico and East Asian countries. Growing the internationally-traded sector is an area of improvement for Portland, especially with the culturally-relevant and brand-heavy consumer goods produced here.