



## 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).

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**Candidate Signature:** 

(can be electronic or signed).

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

I appreciate the work that United for Portland does to educate the public and to help support the vitality of our city. I would be honored to receive its endorsement so I can build on my 21 years as a local community leader in many areas of civic life to help make Portland a better place for everyone.



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

I gained significant insight into our homelessness crisis as the President of the Pearl District Neighborhood Association for seven years. During that time I partnered with leaders in Old Town to create a Joint Homeless Task Force in a one-year effort to advocate for a successful River District Navigation Center as well as collaboration on other homelessness efforts. During that year, we met regularly, and I built relationships with the Joint Office of Homeless Services and numerous stakeholders, including many social service agencies, the mayor's office, the police bureau, the district attorney's office, county representatives, local neighborhood representatives and others. This has prepared me to hit the ground running on this important issue.

Additionally, as Co-founder of the Northwest Community Conservancy, a nonprofit that proactively provides humanitarian and security services in the Pearl District, I directly helped with solutions to the unsheltered crisis. Through that effort, we successfully moved 1500 people into shelter and housing in the past 18 months.

As for solving this crisis, we must prioritize ending unsheltered homelessness on our streets and urgently expand behavioral health and other services, including rental assistance, job training and placement programs. We must also do more on the prevention side through better education, and we must increase the salaries of the workers who service the homeless community to ensure adequate staffing. Additionally, many of the homeless have lost their personal relationships which helps perpetuate their status. Our outreach workers should be making attempts to reconnect people to their families and friends wherever possible.

We should continue to selectively build Safe Rest Villages and larger tiny home sites (TASS) such as the Clinton Triangle, including wrap-around supportive services with the goal of transitioning unsheltered individuals through a continuum of care towards stability and permanent housing. We should expand on the success these facilities have already shown. In doing so, we need to ensure a public process for siting and engagement with the community.

To be successful in this effort, we must ensure that the city and county collaborate better than they have in the past and to more urgently develop a data system with metrics and accountability for positive outcomes along with fiscal responsibility. I want to be hopeful that the new IGA will be a step in the right direction, but it must be evaluated and a determination made if the city's \$30 million investment into the Joint Office is a good one. As a councilor I will work to build greater collaboration between the City and County.

Lastly, I support the new camping ordinance passed by the City Council which gives us an opportunity to help bring people to needed services. We must do this with compassion and discretion over criminalization, but we must also hold accountable those worst offenders and those who refuse services.



**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?**

The sad reality currently is that Portland is not viewed favorably as a place for developers to invest. As we rebuild our city under the new form of government, I believe that investment will return.

To create more housing, we first must streamline our onerous permitting processes and speed up the inspection process to help get buildings built faster. Reducing the time lag from permitting to construction start helps reduce a project's carrying costs. Although the city recently consolidated the permitting bureaus into a new entity, we must make sure there's urgency and efficiency in the implementation. We can also increase housing stock by encouraging the building of ADU's, duplexes and triplexes. We should also review the structure of SDC and other fees and consider reducing fees if that will help incentivize the development community.

We traditionally build apartments with full kitchens, which significantly adds cost to a project. We can encourage building housing with communal kitchens and other communal areas, which saves costs and can help build community within a building. We should also review the size of apartments; if we can reduce the size even minimally, we can get more units into the overall square footage of a building. We should also review the requirements for ground floor retail space which might be better used for apartments or live work space, as the need for retail space has changed drastically and is not likely to change significantly. Vacant retail spaces we now have adds to the perception of a city in distress.

The state has acted to reform local zoning regulations that allows for the development of affordable housing on non-residential zoned land in the urban growth boundaries and for increased density. The success of this strategy should be monitored to determine if there are other steps that can be taken to further advance housing construction. Portland's Residential Infill Project should also be reviewed to ascertain the success of the program in developing middle housing and if other measures can be taken in the furtherance of development. We should also encourage the building of two family homes that can double the number of people housed on one lot.

In addition to new construction, we need to incentivize the conversion of commercial buildings, where viable, to housing and buy and renovate motels, hotels and other properties that could better serve those in need of housing. More housing in the central city will help to activate our streets and support small businesses.

Additionally, in the early 1970s, there was a national movement to develop manufactured housing through Operation Breakthrough. Although manufactured housing has had its ups and downs over the years, there have been many technological innovations. Although a longer-term solution to help mitigate our affordable housing crisis, we should explore the feasibility of encouraging this type of housing in Portland.



Lastly, we need to support innovative solutions such as the nonprofit Home Share Oregon, of which I'm proud to be a co-founder, where we connect people to affordable housing utilizing a large inventory of spare rooms throughout the state, and we can do it quickly. We help to prevent homelessness before it starts by providing affordable housing to low wage workers who are often a paycheck away from homelessness.

**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?**

To be a vibrant, thriving and welcoming city, we must be comfortable walking and traveling on our streets, having fun gatherings with friends and family in our parks and neighborhoods, enjoying restaurants and cultural activities downtown, and celebrating who we are with pride. Feeling safe on our streets and in our homes is of major concern to everyone and is a primary responsibility of government. It is also a responsibility we all share.

Feeling unsafe is not always real until something hits us directly. Such was the case when my wife was attacked, but thankfully got away unharmed, while peacefully riding her bike on the esplanade, or when I directly encountered a mentally disturbed person on our street ranting and raving about killing someone. Or when we confronted black clad rioters breaking windows and spreading graffiti throughout our neighborhood. These are not things that happened somewhere else. Public safety affects all of us.

I have advocated for public safety through my work on the Portland Public Safety Action Coalition and was one of the founders of the Northwest Community Conservancy that provides humanitarian and security services to keep our streets safe and welcoming.

Following the protests of 2020, effort to defund the Police Bureau, the pandemic, the ensuing vandalism, the drug crisis that has led to increased criminal activity, and the ramifications of Measure 110, many of us feel unsafe, and tourists are reluctant to visit Portland, which harms our local economy. How can we change this?

Here are some of my suggestions for addressing public safety:

We know that our Police Bureau is significantly under resourced with one of the lowest per capita number of officers compared to other comparable cities. Our current budget authorizes 881 sworn officers, but with 69 vacancies it is a long road to reach that goal. Building capacity takes time, but I am committed to prioritizing effort to hire more officers along with the highest quality training necessary to meet the needs of all Portlanders and ultimately bring us to a more appropriate 1200 for a city our size. (Just for comparison, Milwaukee, Wisconsin with a population of about 600,000 has 1650 police officers).



While training occurs at the state facility in Salem, our officers receive advanced training at the Portland Police training facility and race track at Portland International Raceway. Many municipalities have their own academies, which is something we should consider here in order to have a better control of the quality of training and the timeline. We must also build the capacity of our Public Safety Support Specialists (PS3's) who relieve administrative burdens of police officers and allow them to attend to more pressing matters.

Building trust between our police officers and our communities requires that we all communicate and work together. Getting to know our police will go a long way towards building trust and increasing morale. We can do that by inviting the police to neighborhood meetings, holding safety forums, hosting coffees with cops and establishing local store front offices in our newly formed districts where engagement can take place. This would be a step towards establishing community policing where police officers are on the street with residents and businesses, all getting to know each other. In addition, we must build back neighborhood safety programs that we have lost in recent years.

The police have traditionally been called upon to deal with issues such as mental illness or health emergencies, for which they are not trained. We need a functioning and well-funded Portland Street Response which must be empowered to help get those in need to appropriate services and to provide the public with metrics of its outcomes. Current efforts where police and behavioral health professionals are working together on certain calls seems to be working and should be further evaluated. We should also further assess the Fire Bureau's Community Health Access Team (CHAT) pilot program that helps low acuity people who call 911. And, of course, we need to urgently upgrade our 911 system to meet the national standard of 90% of calls being answered within 15 seconds and achieve an emergency response time of no more than five minutes.

Importantly, to be a safe city we must have strong enforcement and accountability for all criminal activity. This includes holding those accountable for what some consider "lesser" crimes such as graffiti, breaking windows and other acts of vandalism. Impunity for lesser crimes leads to greater crime which perpetuates an unsafe environment.

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

To be a thriving and vibrant city, we must reactivate our streets which will help support small businesses that are an integral part of our culture and economy. We need to provide incentives to businesses who are financially struggling and engage with property owners to work with their tenants to help keep them in business. We should be looking at expanded tax credits, including other business districts beyond the central city, and subsidies for rental and tenant improvement to help jump start new businesses. I am also a proponent of the work Venture Portland does to help foster successful neighborhood business districts such as NW 23<sup>rd</sup> and 21<sup>st</sup>, South Waterfront, Sellwood and Multnomah Village.



I would establish a City Council committee/task force to regularly meet with the business community to work together on issues of importance in building our economy. It's essential that we build trust between our city leaders and the business community and foster a City Council that understands the importance of business to our economy.

People need to feel comfortable walking our streets, which necessitates that we do a better job of keeping our city clean of trash and graffiti. Activating our vacant storefronts will help bring life back to downtown as well as other neighborhood business district. This will require tenant and owner improvements that will also help to create jobs.

Arts and culture speak to the heart and soul of a city and will be a catalyst in bringing back downtown as a place people want to visit from across Oregon and the country. It is also an economic engine. We need to support the renovation of the Keller Auditorium, the creation of the James Beard Market and a new music venue – these are much needed wins. We also need to connect better to our great resource of the Willamette River by supporting projects such as Frog Ferry. A revitalized and reimagined downtown is crucial to the economic vitality of Portland, the region and the state.

**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 listener and a problem solver with a history of getting things done by bringing people of differing opinions together to find consensus. It is recognition of this approach that has led all four City Commissioners, despite their different priorities and styles, to endorse me. I pay attention to details but always within the context of the larger picture. Listening and having an open mind are key to getting things done when there are disagreements. There are times when listening to an opposing view has opened my mind to something I never thought of which often helps to arrive at a better solution.

As the President of the Pearl District Neighborhood Association for seven years, my door was always open to constituents and to fellow board members. In that role and in others, both in my nonprofit life and in my business career, I have always approached contentious issues calmly, in a professional, businesslike manner and with common sense which serves to calm down people who are sometimes angry. That's how you achieve consensus and make progress.

I will bring that same disposition to City Council where many candidates on the campaign trail have already been doing the work of getting to know each other across the districts and discussing differing ideas. I personally talk to candidates with different philosophies than me, as we can respectfully disagree, but we understand the necessity of having a positive and functioning City Council. We are setting the stage for being able to listen to each other and then work to find common ground for the good of the city. My ability to bring people together is a big part of my motivation to run for the position.

We need to put the differences of the current City Council and County leadership behind us as we turn a new page in city governance.



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

As we face significant budget challenges in the coming fiscal year due to such things as increased costs, loss of revenue from fees and the decline of the tax base as people and businesses leave the city, we have to review our city's priorities, which may have to be reset, and dig deeper into the next budget than we may have done in the past. With the new alignment of Deputy City Administrators overseeing bureaus, we should be working to make sure our bureaus are working more efficiently and providing the services that people expect for the taxes they pay. While we want to maintain our values, including sustainability, social and climate justice, opportunities for all and compassion, we must find a balance to keep Portland affordable and not over spend or over tax. Our compassion often leads us to passing local bond measures that increase taxes which more recently seems to have become counterproductive as we are losing population because of the high tax rates, thus reducing our tax base. We have to be realistic about what we can and cannot do.

**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).**

Our neighborhood system has served as a model that is recognized across the country and in other parts of the world. I have hosted visitors from places like Japan and South Korea who have come here to study our system first hand.

As a neighborhood leader for many years, I am concerned about the erosion of city support for neighborhood associations in recent years. Neighborhood Associations build community and provide services and programs that the city does not. In the current consolidation of neighborhood coalitions to align with the four new districts, funding in the current budget has not been commensurate with the need. As we enter the new budget season, I want to see City Council recognize the importance of our neighborhood system and provide the support it needs.

I am proud of my many years of community service across many aspects of life in Portland from my leadership on livability issues, my work on homelessness, public safety, the arts and the environment. I am a problem solver who has worked collaboratively with many individuals and organizations, including City Council, and will bring that collaborative spirit and proven ability to get things done if elected to our new City Council.

I am a front runner in my district and have broad-based support across Portland and reached the first threshold for small donor financing faster than any campaign across all districts. And while there are many candidates to choose from, I'm proud to have received significant endorsements from former and current elected leaders, including all four current commissioners, District Attorney Elect Nathan Vasquez, along with leaders in the arts, small business, neighborhood leaders, the greater community and various organizations. I believe it is this broad-based coalition of support that will help bring Portland back to a place where everyone, including working families, can thrive.