

**1-The next Portland City Council will be unlike any that we've ever experienced in the past. How should Council operate and what will Council need to accomplish in the next two years to make the new form of government as effective and respected as it can be?**

This upcoming city council will have the incredible and exciting task of standing up a brand new form of government. This will involve setting legislative policy, standing up processes, and hiring city leadership. While it is in the process of doing these things, it will also need to do the normal things that allow a city government to function: pass budgets, develop policy, and plan for the future.

There will be several key steps that will define the council's accomplishments in the first few years. The first will involve hiring the city manager. This will allow the ball to officially begin rolling with the new form of government and allow deputy city managers to be hired as well. Further, a new police chief will also be hired and will have an impact on policies related to public safety. There may also be hiring of bureau/department heads if there is a vacancy. Additionally, city council will need to determine where their district offices will be and how council members will be staffed.

Moreover, the city council will need to determine liaison responsibilities with a variety of partners, governmental agencies, and organizations. Examples of this include Travel Portland, Portland Children's Levy, Metro's JPACT (joint policy committee on transportation), and Portland streetcar board. The city relies on strong partnerships with these organizations for funding, policy implementation, and revenue administration.

The new city council will also need to form caucuses and committees to manage the work. There may be a public works committee so that some council members can gain greater expertise around the water bureau, bureau of environmental services, and transportation bureau. That way, when an item from these bureaus comes to council, members on these committees are able to share information with colleagues and help the larger council move forward with making decisions.

There are a lot of things that the new council will need to do but the ones that are mentioned above are key responsibilities. Ultimately, I think the council members who will be able to accomplish the most in this new form of government are those who are collaborative, kind, honest, and proactive about finding alliances to accomplish policy wins and move toward a shared vision for the future of Portland.

**2-Current City Council members have suggested that we need to relax environmental and natural resource regulations in order to address the housing crisis. What is your perspective on this issue? What is your top natural resource and environmental priority?**

I believe that building more housing and using our zoning code to unlock more housing is one of the most strategic and environmentally conscious things the council can do. That is why I

support middle housing, increasing height limits, and other strategies that will bring down the cost of housing. Policies that allow more people to live closer together reduces peoples' carbon footprint. Also, allowing people to live closer together makes it more likely those people are able to take transit, be well served by a grocery store, and reduce commute times. There is a growing body of research about how long commute times have a negative impact on individuals being able to build intergenerational wealth.

My top environmental priority is increasing East Portland's tree canopy. As we saw with the recent heat dome, the zip codes most impacted by urban heat island effect were in East Portland. This was because asphalt and concrete radiated heat and East Portland lacked the tree canopy that allowed other parts of the city to be more resilient. We need to get city bureaus focused on increasing our tree canopy, keeping newly planted trees alive, and identifying tree planting locations in East Portland. Given the health and health outcomes we saw with the recent heat dome, this is my top environmental priority. Finally, I believe this will help improve air quality in East Portland which has a higher number of arterial streets than other council districts.

**3-Vehicles are Portland's largest source of emissions and continue to climb. For example, a number of cities have restricted downtown vehicle use. How should Council address this issue?**

I'm proud of my track record advocating for and delivering multimodal options for Portland residents. In 2016, I led the City of Portland's application to apply to People for Bikes for a competitive nationwide grant to increase biking in the Gateway District ([BikePortland link for more info](#)). Portland was chosen as one of ten focus cities out of over 70 applicants and received technical assistance, travel stipends, and support to hold focus groups in East Portland with immigrants/refugees and business owners about barriers to bicycling.

Starting in 2017, I worked at the Portland Bureau of Transportation delivering multi-million dollar infrastructure projects to improve walking and biking in East Portland. These projects were often those funded by the Fixing Our Streets program (10 cent local gas tax) which I had helped bring to fruition in 2015. Managing these projects allowed me to work with community based organizations such as East Portland in Motion to ensure community priorities were reflected in how city infrastructure budgets were balanced, how projects were delivered, and how the built environment was shaped.

If elected, I would continue to champion popular programs that move the needle on bike mode share. This includes a mix of aggressive support for PBOT's transportation wallet, neighborhood

greenways, protected bike lane infrastructure investments, street lighting, Sunday Parkways, and expanding BIKETOWN to cover the entirety of East Portland (and increasing number of bike share bikes). I would also work to align transportation resources to support public transit and access to transit (lighting, crosswalks, etc.) so that bicycling can seamlessly integrate to transit and extend the reach of bicycle travel within our region.

I would work to address pinch points in the City's procurement process so that these sorts of small capital infrastructure projects that rely on small contracts can proceed through the system efficiently and be seen on the ground in shorter timelines.

Finally, I would work to address housing affordability and production which I believe is key to increasing mode share. I'm a proud proponent of Portland: Neighbors Welcome Inner Eastside For All campaign which seeks to increase density within Fremont, 12th, Powell, and 60th. This is an area with high tree canopy, low displacement risk, and is well served by transit/greenways. I believe addressing affordability and displacement is key if we are going to increase mode share. I'm proud to be a pro-housing candidate and will work to legalize middle housing options so that more people are able to afford to live in areas where biking is a competitive travel choice.

**4-There are a number of new and recently built market rate apartment buildings listed for sale for under \$250,000 per unit. The Portland Housing Bureau is financing a number of affordable housing projects that are costing more than \$500,000 per unit. There are some extra costs associated with affordable housing financing and with building more 2BR and 3BR units, but not nearly enough to explain the difference.**

**What specifically would you do to more effectively use our limited resources for affordable housing?**

The City has significant policy and zoning levers to increase housing availability and reduce the cost of housing. One of the things the City of Portland could do, which Seattle has already done, is unbundling parking from rent. This allows tenants to decide whether they want to pay for parking. If they don't have a car, this has the effect of reducing housing payments. This can be supported by other city efforts such as the Rose Lane program which speeds up transit speed and reliability, neighborhood greenway/bikeway infrastructure, and transportation wallet

programs which provide low-income residents vouchers for multi-modal trips on scooters, transit, bike share, and streetcar.

I would also advocate for strategic policies that drive down the cost of building housing. One example of this is single stair reform. This is another example of an idea the City of Seattle has implemented. Single stair reform relates to allowing developers to build apartments with one set of stairs; the idea is that by foregoing the second set of stairs, the cost to build is reduced making those units more affordable. Single stair reform is often accompanied by stronger fire & life safety standards in buildings, ensuring safety is not compromised. Many cities and states have utilized these sorts of policies to reduce construction costs and make housing more accessible for residents. House bill 3395, which was signed into law June 2023, begins the process of allowing single stair buildings in the Oregon Building code. More details can be found here: <https://www.centerforbuilding.org/singlestair-tracker>

Additionally, East Portland is burdened by vacant lots. This contributes to urban heat island effect, gun violence, and a lack of housing. I would love to see a vacancy tax on vacant lots. I believe this would incentivize out of state landlords to move quicker in developing their property and using it for its highest and best use. For many locations within the city, this will likely mean housing.

**5-Ireland used Citizen Assemblies to deal with difficult issues such as Abortion. Please watch this two minute video and let us know if you think Citizen Assemblies could help Portland come together**

<https://www.youtube.com/watch?v=dKSgPtnN0s0>

It is an interesting idea. I like it. It reminds me a bit of participatory budgeting where people come together to develop projects and then all Portlanders get to vote on those projects. I am a big proponent of community based decision making where regular Portlanders are given opportunities to influence policies, budgets, and the built environment of where they live.

When I worked in city government, part of my job was ensuring community priorities in East Portland in Motion were prioritized, funded, and delivered. East Portland in Motion was a prioritized list of walking and biking projects articulated by community members as to their vision for the future of East Portland. Having this list of prioritized projects approved by council, allowed city staff to chase grants, align resources, and focus on delivering these community priorities. This is often hard to do if there isn't a plan or if the plan does not have strong community support to sustain bureaucratic hurdles that inevitably come up. I am proud to say East Portland in Motion has delivered on a significant portion of what it sought to accomplish when the plan was initially passed in 2012.

**6-What is another City doing that Portland should replicate?**

As it relates to the placement of shelter sites, I would like to see this managed by professionals as opposed to politicians. Currently, site locations for shelter sites are determined by the Mayor's office staff. Ultimately, we need professionals managing this process which I believe will have a few positive outcomes. First, I believe it will ensure geographic equity in the location of

shelter sites and make it less likely that certain parts of the city are taking on disproportionately more or less sites than other parts of the city. Second, the site analysis is likely to be more robust considering factors such as proximity to transit and services. I think council will likely still have a role in the location of shelter sites but the choices in front of council will be those chosen by professionals. Finally, I think district based representation will go a long way toward ensuring geographic equity in the placement of shelter sites.

Thank you for the opportunity to provide answers to your questions. Our campaign website is [www.ender4eastportland.com](http://www.ender4eastportland.com) if people are interested in supporting our campaign or learning more.