City *of* Tigard

Tigard Business Meeting –Agenda

TIGARD CITY COUNCIL

MEETING DATE AND TIME:	SEPTEMBER 12, 2023 - 6:30 p.m. Business Meeting - **Revised: Agenda Item No. 7 was added**
MEETING LOCATION:	Hybrid - City of Tigard - Town Hall - 13125 SW Hall Blvd., Tigard, OR 97223 - See PUBLIC NOTICE below

PUBLIC NOTICE: In accordance with Oregon House Bill 2560, this will be a hybrid meeting where some Council, staff or public will participate in person and some will participate remotely.

How to comment:

- Written public comment may be submitted electronically at www.tigard-or.gov/Comments by noon the day before the meeting date.
- If attending the meeting in person, please fill out the public comment sign-in sheet at the front of the room and come to the microphone when your name is called.
- If you prefer to call in, please call 503-966-4101 when instructed to be placed in the queue. We ask that you plan on limiting your testimony to three minutes.
- You may comment by video through the Teams app. Go to this link to learn how to participate by video: September 12, 2023 Council Meeting (https://www.tigard-or.gov/Home/Components/Calendar/Event/4259/372).

Upon request, the City will endeavor to arrange for the following services:

- Qualified sign language interpreters for persons with speech or hearing impairments; and
- Qualified bilingual interpreters.

Since these services must be scheduled with outside service providers, it is important to allow as much lead time as possible. Please notify the City of your need by 5:00 p.m. on the Thursday preceding the meeting by calling: 503-718-2419 (voice) or 503-684-2772 (TDD - Telecommunications Devices for the Deaf).

SEE ATTACHED AGENDA

VIEW LIVESTREAM ONLINE: https://www.tigard-or.gov/boxcast

CABLE VIEWERS: The City Council meeting will be shown live on Channel 21 (1st Tuesdays) and Channel 28 (2nd & 4th Tuesdays) at 6:30 p.m. The meeting will be rebroadcast at the following times on Channel 28:

Thursday 6:00 p.m. Friday 10:00 p.m. Saturday 7:30 p.m. Sunday 11:30 a.m. Monday 6:00 a.m.

City *of* Tigard

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TIGARD CITY COUNCIL
MEETING DATE AND TIME: SEPTEMBER 12, 2023 - 6:30 p.m. Business Meeting
MEETING LOCATION: Hybrid - City of Tigard - Town Hall - 13125 SW Hall Blvd., Tigard, OR 97223

6:30 PM

1. BUSINESS MEETING

   A. Call to Order

   B. Roll Call

   C. Pledge of Allegiance

   D. Call to Council and Staff for Non-Agenda Items

2. PROCLAMATIONS AND RECOGNITION

3. PUBLIC COMMENT **6:35 p.m. estimated time**

   A. Follow-up to Previous Public Comment

   B. Tigard Area Chamber of Commerce

   C. Tigard High School Student Envoy

   D. Police Chief/Police Department Update

   E. Public Comment – Written

F. Public Comment – In Person

G. Public Comment – Phone-In

H. Public Comment – Video

4. ADMINISTRATIVE REPORT **6:50 p.m. estimated time**

5. TIGARD BUSINESS SUSTAINABILITY FUND PROGRAM **6:55 p.m. estimated time**

6. CODE COMPLIANCE UPDATE **7:10 p.m. estimated time**

7. ADOPTION OF RACIAL EQUITY ACTION PLAN **7:25 p.m. estimated time**

8. CITY COUNCIL GOALS UPDATE **7:40 p.m. estimated time**

9. NON-AGENDA ITEMS

10. EXECUTIVE SESSION: The Tigard City Council may go into Executive Session. If an Executive Session is called to order, the appropriate ORS citation will be announced identifying the applicable statute. All discussions are confidential and those present may disclose nothing from the Session. Representatives of the news media are allowed to attend Executive Sessions, as provided by ORS 192.660(4), but must not disclose any information discussed. No Executive Session may be held for the purpose of taking any final action or making any final decision. Executive Sessions are closed to the public.

11. ADJOURNMENT **8:20 p.m. estimated time**

AIS-5334 **5.**

Business Meeting

Meeting Date: 09/12/2023

Length (in minutes): 15 Minutes

Agenda Title: Tigard Business Sustainability Fund Program

Authored By: Steve Rymer

Presented By: City Manager Steve Rymer

Item Type:

Public Hearing

Legal Ad Required?:

Publication Date:

Information

EXPLANATION OF ISSUE

One outcome of the City Council's Reduce Houselessness goal is to support our local business community with an identified strategy to "create grant programs to support businesses."

To meet the Council's expectations, we have been working with Megan De Salvo from the Tigard Chamber of Commerce to design a comprehensive business support program known as the Tigard Business Sustainability Fund. Lloyd Purdy, Economic Development Manager, has been engaged in the planning and program design to ensure we are complementing (and not duplicating) existing City funded business support programs.

If the Tigard Business Sustainability Fund concept is approved, these new business support programs would be funded with $250,000 of Pandemic Relief Funds that were previously approved to support local businesses.

ACTION REQUESTED

Approve the Tigard Business Sustainability Fund concept and authorize the City Manager to execute an agreement with the Tigard Chamber of Commerce for an amount not to exceed $250,000.

BACKGROUND INFORMATION

The Tigard Business Sustainability Fund, as proposed, is developed to meet the City Council's original plan to reimburse local businesses for safety and security investments. The program also continues the City's support of local businesses due to impacts of the COVID-19 pandemic including workforce development, marketing and coaching, and energy efficiency and sustainability, among others. Additional program details are outlined in the attached document.

The City would work directly with the Chamber of Commerce to administer and market the program to Tigard businesses. The plan is to utilize existing Chamber Partners who would provide direct services to the qualifying Tigard businesses. The Chamber would also provide the City with a program report every six months to ensure accountability and transparency. The Chamber would be paid a 10 percent fiscal agent fee and a 5 percent marketing fee.

Dates of Previous and Potential Future Considerations
The business support grant program is included in the City Council's adopted 2023-2025 goals.

Public Involvement
As part of the program, the Chamber of Commerce would actively market and promote the program to local businesses.

ALTERNATIVES & RECOMMENDATION

The City Council could decide not to support the business support program as proposed and modify accordingly.

ADDITIONAL RESOURCES

Fiscal Impact

Fiscal Information:

The $250,000 expenditure was anticipated to be spent in Fiscal Year 2023. Due to timing of the program development, the City Council would need to authorize the expenditure through a supplemental budget request at a future Council meeting.

Attachments

Tigard Business Sustainability Fund - Proposal - Scope of Services

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Proposal from Tigard Chamber of Commerce on Scope of Services for the $250,000+ Tigard Business Sustainability Fund

The Tigard Business Sustainability Fund would be a partnership between the City of Tigard and the Tigard Chamber of Commerce to provide reimbursement for safety and security upgrades that took place during and due to the pandemic. These funds would be allocated and distributed as reimbursements to local Tigard businesses that meet the specific financial and recovery requirements to qualify and show valid receipts for the expenses during the eligibility time frame. They would also be used with local Tigard businesses who will supply the services needed to approved applicants for the following purposes:

Access to Individual or Group Coaching or Training Sessions through the Tigard Chamber in each of the following:
-Marketing and PR Coaching and Audit / Plan
-De-escalation Training
-Independent Security / Graffiti abatement Audit
-Workforce Development (Attract, Train, Recruit)
-Energy Efficiency and Sustainability Audit
Up to $500 for each of these trainings / audits paid from Tigard Chamber to Vendor of our choosing. Where possible free audits and services will be maximized to provide the biggest impact to the most businesses possible.

Certificate for Seat in Leadership Tigard for future use and continued education and training ($895 each applicant)

Reimbursement for Staff Safety Trainings or General Safety and Security Upgrades made to commercial store fronts from 2021 to current. Reimbursements would be up to and not to exceed $2,000 per applicant with a 50/50 split between Business and City funds used.

10% Fiscal Agent Fee and 5% Marketing Fee to Tigard Chamber for administration of program and hiring PT program support staff to oversee program along with CEO.

Priority given to those businesses who have lost revenue when comparing 2022 vs 2019. Though we would consider all applicants until funds run out.

Tigard Chamber Deliverables:

1. Finalize Program requirements and program process with input from City of Tigard Staff and Chamber Board.
2. Finalize Application process with City of Tigard Staff and Chamber Board.
3. Introduce eligible participants from our organizations database and through direct invitations based on business walks by Chamber Staff.

4. Utilize Tigard Chamber Partners throughout Tigard and Washington County to highlight businesses who may qualify for the program.
5. Distribute Reimbursements and Manage and Pay for Trainings / Audits.
6. Every 6 months provide a report out to City of Tigard Staff on the progress of the program and the following metrics for success:
    A. # of business invited to participate.
    B. # of business participating.
    C. # of fund awarded/allocated.
    D. Percentage of participating businesses from minority / under-served populations.
    E. Projections of growth for businesses awarded funds.
    F. Program evaluations from businesses served.
7. Goal is to help up to 30 local Tigard businesses with the use of these funds.

AIS-5315 **6.**

Business Meeting

Meeting Date: 09/12/2023

Length (in minutes): 15 Minutes

Agenda Title: CODE COMPLIANCE UPDATE

Authored By: Ken Ross

Presented By: Ken Ross

Item Type:

Public Hearing

Legal Ad Required?:

Publication Date:

Information

EXPLANATION OF ISSUE

Brief explanation of Code Compliance program – What we do – Complaint driven program that maintains community safety and livability by enforcing various state and local codes that regulate real property (land and attached structures).

Types of codes enforced:
Building – New construction, trade permits required
Development – Zoning regulations, land use approval required
Housing – Property maintenance requirements
Nuisance – Livability concerns

Current data and trends

Code violation examples

Tools for reporting (Code Compliance web page, phone, email, snail mail, in-person).

Talking Tigard Code Compliance Interview – Ten Most Common Code Violations

Upcoming projects – Rental Housing Inspection program w/ Schuyler, Dashboard update w/ IT

ACTION REQUESTED

No action requested. This is an informational update.

BACKGROUND INFORMATION

ALTERNATIVES & RECOMMENDATION

None.

ADDITIONAL RESOURCES

Attachments

Code Compliance Presentation by Ken Ross

▼ COMMUNITY DEVELOPMENT
- ▶ Building Services
- Carbon Responsible Community Development
- ▼ Code Compliance
  - Common Code Violations
  - Submit a Code Complaint
  - Traffic & Parking Concerns
  - Urban Livestock
- Community Development Code
- ▶ Economic Development
- ▶ Housing Development
- ▶ Permit Center
- ▶ Planning
- ▶ Redevelopment
- ▶ Transportation: Safe Streets for Tigard
- Universal Plaza



Your Government » Departments » Community Development »

Code Compliance

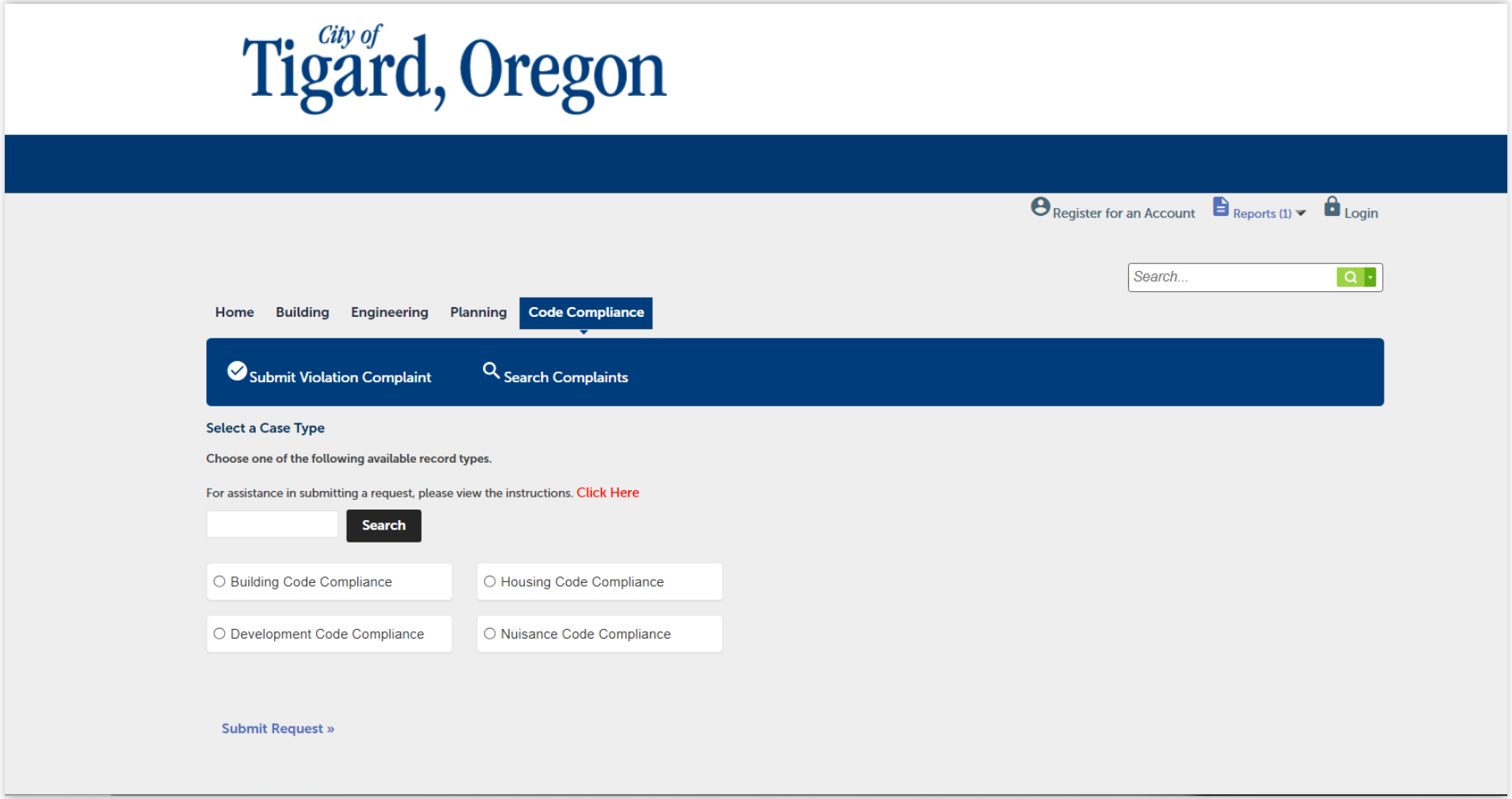
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Code enforcement officers maintain community safety and livability through effective enforcement of state and local codes. The city investigates reports of code violations only when a resident submits a code violation complaint.

Code compliance maintains community safety and livability by enforcing various state and local codes that regulate real property (land and the structures attached to it).



Code Compliance Case Types



Building
(new construction, trade permits required)

Development
(zoning regs, land use approval required)

Housing
(property maintenance req)

Nuisance
(livability concerns)

2023 Code Compliance Cases as of 8-22-2023

316 Processed code compliance requests.

58 DCC/BCC (development and construction related) cases.

35 HCC (lack of property maintenance related) cases.

223 NCC (livability related) cases.

27/316 = receive 2nd notice. 91.5% of code compliance cases resolved without requiring 2nd code compliance notice.

116/316 = 37% of 2023 code compliance cases are associated with public right-of-way impacts involving various encroachments & obstructions such as overgrown vegetation, abandoned property in ROW, fences and retaining walls encroaching, vehicles blocking sidewalk, broken & raised sidewalks, POD's (shipping containers) & porta potties in ROW w/o permit, work conducted in right-of-way w/o permit, and illicit discharge into stormwater system.

Hazard Trees







Mold







Dangerous Structures







Raised/Broken Sidewalks







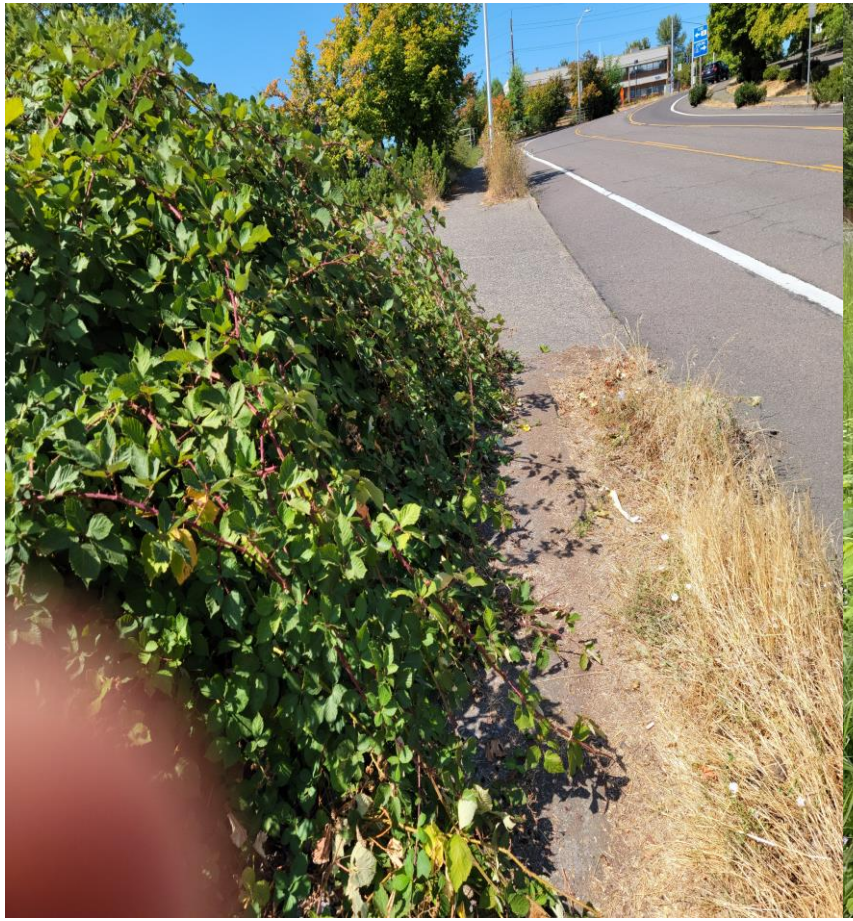


Prohibited Camping

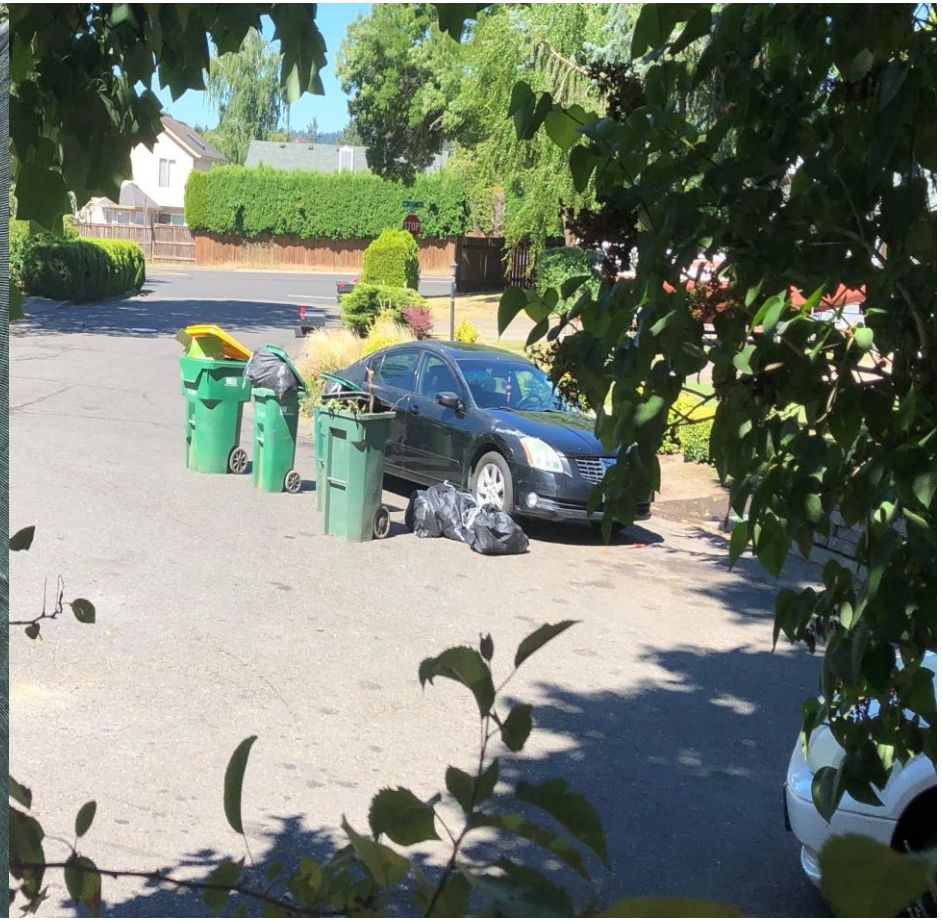




Obstructions of Public Right-of-way







Open storage of garbage, junk, debris



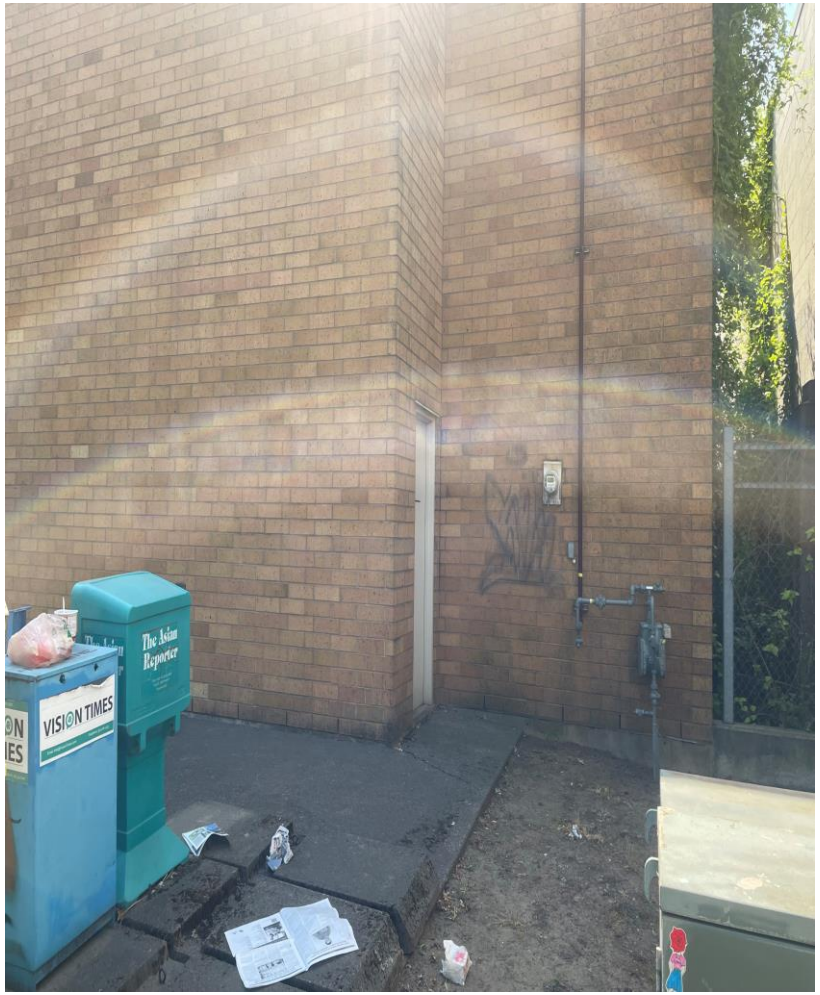




Graffiti







High Weeds and Grass





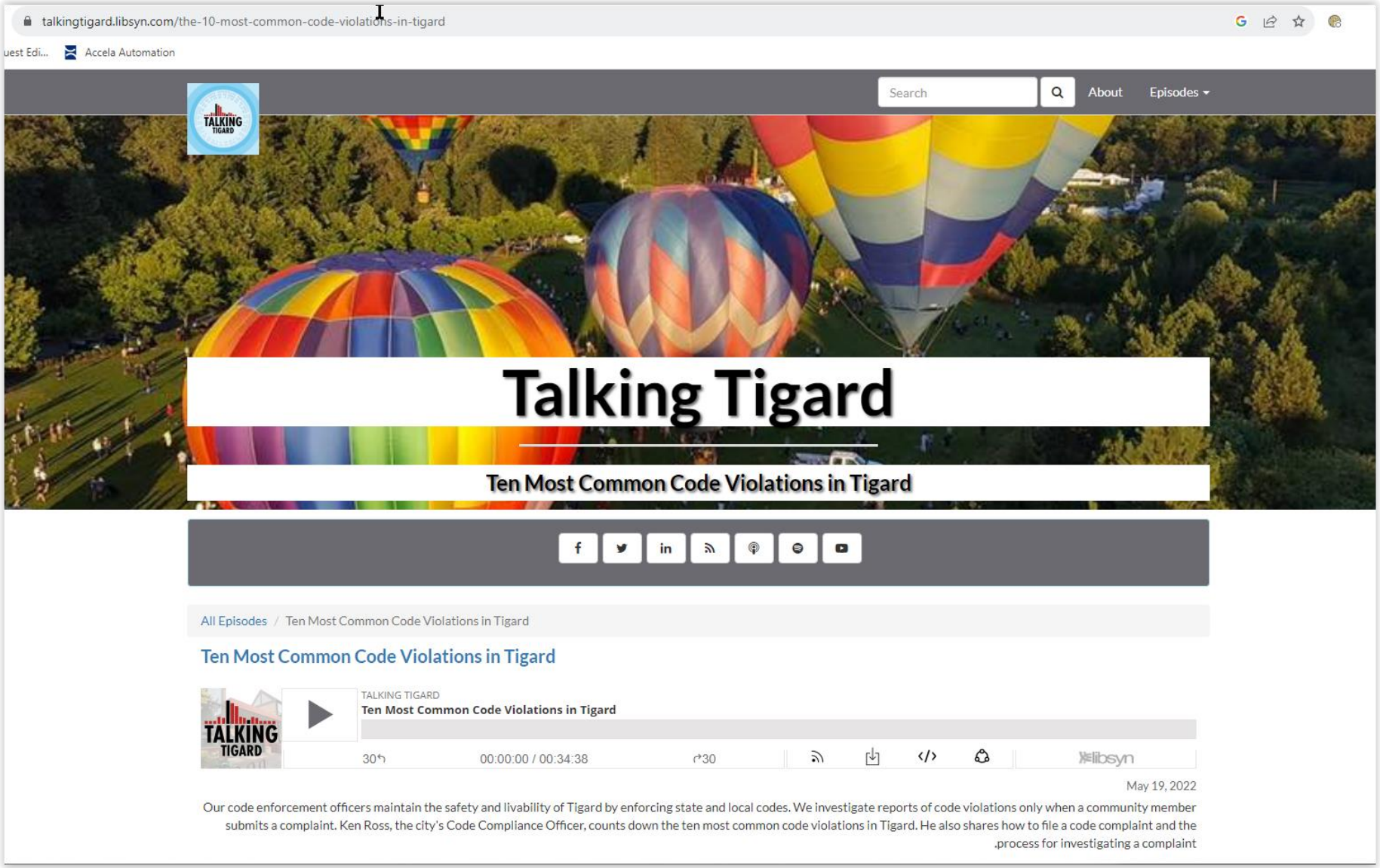
Dilapidated Accessory Structures





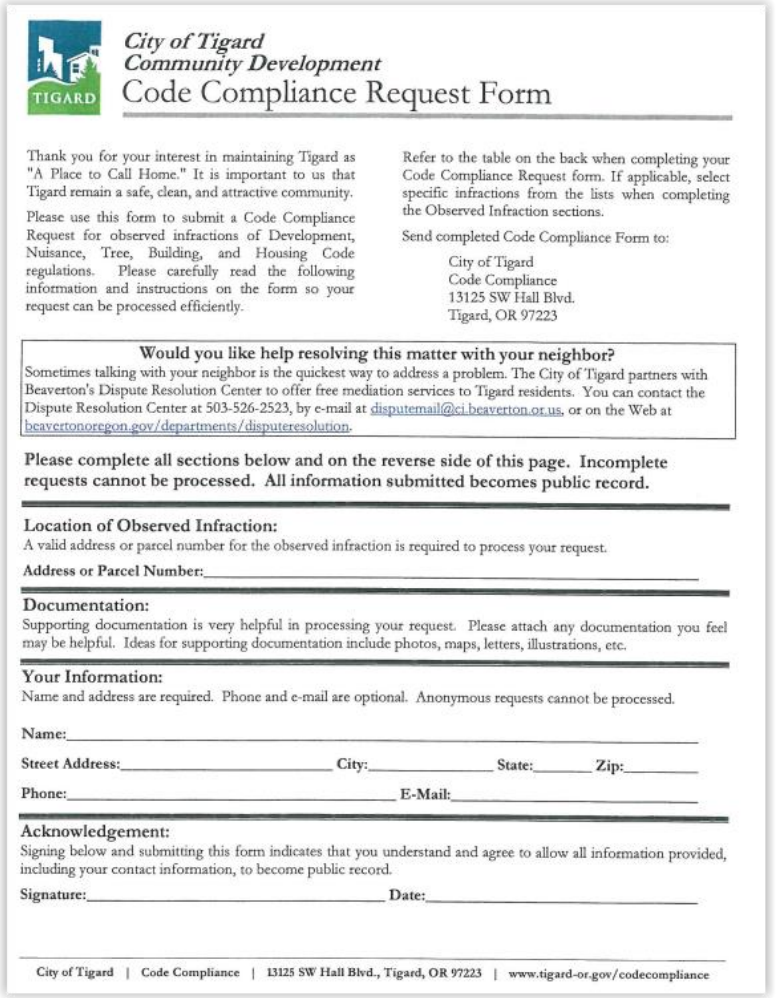


Talking Tigard Code Compliance Interview – Ten Most Common Code Violations



How do I report a code violation?

- In person at the Permit Center
- Online
- Email
- Phone
- Snail mail



City of Tigard
Community Development
Code Compliance Request Form

Thank you for your interest in maintaining Tigard as "A Place to Call Home." It is important to us that Tigard remain a safe, clean, and attractive community.

Please use this form to submit a Code Compliance Request for observed infractions of Development, Nuisance, Tree, Building, and Housing Code regulations. Please carefully read the following information and instructions on the form so your request can be processed efficiently.

Refer to the table on the back when completing your Code Compliance Request form. If applicable, select specific infractions from the lists when completing the Observed Infraction sections.

Send completed Code Compliance Form to:

City of Tigard
Code Compliance
13125 SW Hall Blvd.
Tigard, OR 97223

Would you like help resolving this matter with your neighbor?
Sometimes talking with your neighbor is the quickest way to address a problem. The City of Tigard partners with Beaverton's Dispute Resolution Center to offer free mediation services to Tigard residents. You can contact the Dispute Resolution Center at 503-526-2523, by e-mail at disputemail@ci.beaverton.or.us, or on the Web at beavertonoregon.gov/departments/disputeresolution.

Please complete all sections below and on the reverse side of this page. Incomplete requests cannot be processed. All information submitted becomes public record.

Location of Observed Infraction:
A valid address or parcel number for the observed infraction is required to process your request.

Address or Parcel Number:_____

Documentation:
Supporting documentation is very helpful in processing your request. Please attach any documentation you feel may be helpful. Ideas for supporting documentation include photos, maps, letters, illustrations, etc.

Your Information:
Name and address are required. Phone and e-mail are optional. Anonymous requests cannot be processed.

Name:_____

Street Address:_____ **City:**_____ **State:**_____ **Zip:**_____

Phone:_____ **E-Mail:**_____

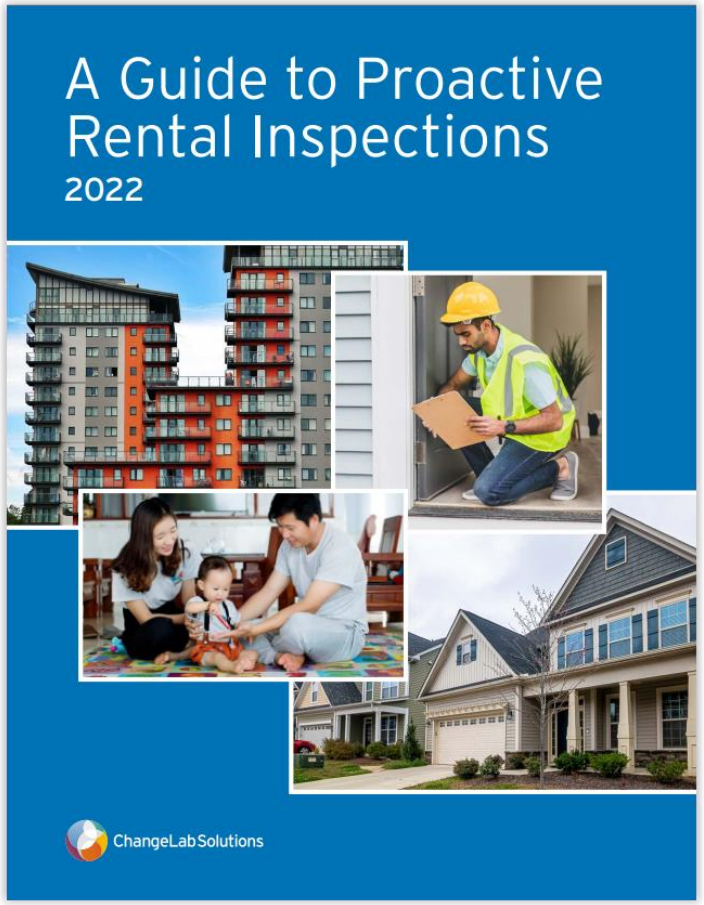
Acknowledgement:
Signing below and submitting this form indicates that you understand and agree to allow all information provided, including your contact information, to become public record.

Signature:_____ **Date:**_____

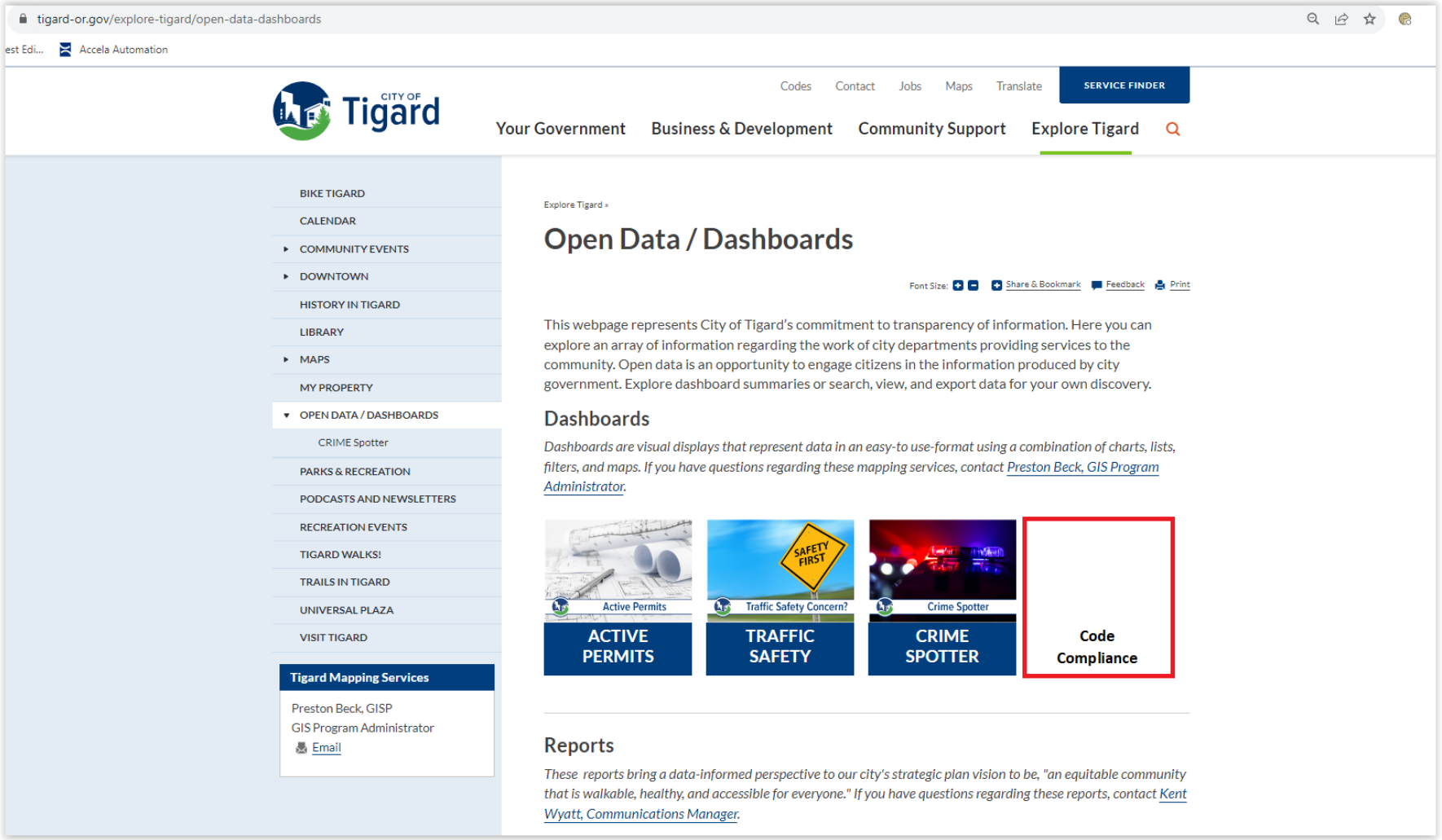
City of Tigard | Code Compliance | 13125 SW Hall Blvd., Tigard, OR 97223 | www.tigard-or.gov/codecompliance

What's next for Code Compliance in Tigard?

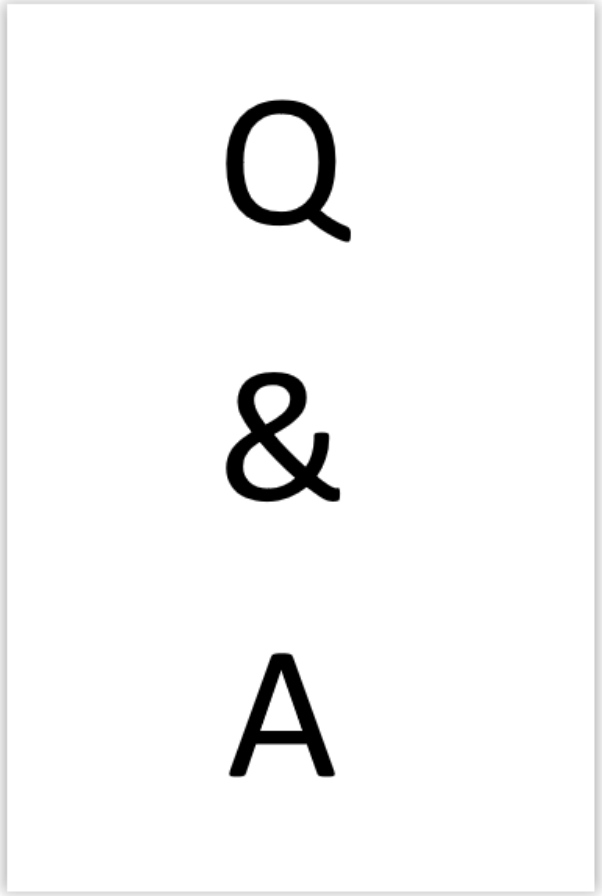
Rental Housing Inspection Program



Dashboard Update



Questions?



AIS-5335 **7.**

Business Meeting

Meeting Date: 09/12/2023

Length (in minutes): 15 Minutes

Agenda Title: ADOPTION OF RACIAL EQUITY ACTION PLAN Version 1.0

Authored By: Kurt Jun

Presented By: DEIB Manager Kurt Jun

Item Type:

Public Hearing Legal Ad Required?:

Publication Date:

Information

EXPLANATION OF ISSUE

The City Council has established equity as a foundational pillar for our success as an organization in serving each other and our community. Previously, equity was included as a key component of the Community Promise (5 Es) which guides the entire organization's work to advance our strategic vision, meet City Council objectives, and carry out daily operations. This was reinforced most recently by the development and adoption of the City Council's 2023-2025 goals.

To further build upon the City Council's expectations and commitment to equity, the Council unanimously adopted the "Equity Commitment Declaration" for our city's framework on August 22nd, 2023. We propose the formal adoption of the Racial Equity Action Plan Version 1.0 as this pairs well with the Equity Commitment Declaration to be put into action. These transformational commitments aim to address the predictable and persistent challenges to systemic issues of racial equity and implicit bias.

The Equity Commitment Declaration expounds on our Community Promise on Equity, "WE will ensure just and fair inclusion where all can participate, prosper, and reach their full potential," and is a representation of our values, underscoring our vision to cultivate "an equitable community that is walkable, healthy, and accessible for everyone." This declaration by the City Council affirms our dedication and commitment to advancing equity and inclusion among our employees, stakeholders and customers to be prominently displayed as a core to the success, resilience, and sustainability of the organization.

Over recent years, there's been a renewed focus on diversity, equity, and inclusion across diverse sectors in our city, region and across the country. This surge in momentum offers us a prime occasion to reassess and amplify our dedication to these ideals, ensuring they remain firmly woven into our city's operations and public interactions. We put forth the proposal to embrace the Racial Equity Action Plan Version 1.0 for the City of Tigard. We are confident that this move will be instrumental in instigating systemic change, fortifying the community's trust in us, and positioning our city as a leading advocate for inclusiveness. The support of the Council is crucial in turning this aspiration into a tangible achievement.

As previously shared, we consider both as "living documents" that are intended to be updated periodically. As stated on page one of the Racial Equity Action Plan Version 1.0, this is just the beginning of our journey to understand and acknowledge our history. We will be actively working with community members and historians to delve deeper and commit to sharing a comprehensive narrative of our past.

ACTION REQUESTED

Adopt the Racial Equity Action Plan Version 1.0.

BACKGROUND INFORMATION

As stated in our Racial Equity Action Plan Version 1.0, "Putting the values of racial equity into practice will require changing the way the City works." This includes how "our city government makes decisions; how services and programs are delivered; how we engage with all our diverse constituents; how success will be measured; how we invest; and how we balance our approach." Advancing equity is the responsibility of the City Council, City Manager, Leadership Team, managers, and all of Team Tigard.

To advance our collective efforts to create a team environment where every member feels a sense of belonging, the Racial Equity Action Plan Version 1.0 outlines three key strategies:

- Cultivate an Inclusive Culture
- Develop & Utilize Shared Tools and Resources
- Bias Towards Action & Continuous Improvement

To address and overcome institutional racism and thereby achieve racial equity, Mr. Kurt Jun will serve as a strategic partner and resource for the organization. Our aim is to cultivate an ethos of collaboration and open communication, ensuring every team member is treated with respect and dignity while valuing a diverse spectrum of voices and perspectives. In synergy with his colleagues, Mr. Jun will oversee the day-to-day aspects of the DEI initiatives, strategically planning and executing activities to reach our vision of transforming Tigard into a city that embodies equity at its core.

We are pleased to share that all City departments are advancing key components of the Plan and are committed to both the Equity Commitment Declaration and the Racial Equity Action Plan. As part of this, the Leadership Team has prioritized fostering a more diverse and inclusive workforce.

Impacts (Community, Budget, Policies and Plans/Strategic Connection)

These recommendations are intricately connected to the City Council Goals and achieving the vision in the Community Promise.Our collective work will positively influence the City's workforce culture to attract and retain diverse talent, as well as impacting the diverse communities we serve through our operations, programs, projects, and services.

ALTERNATIVES & RECOMMENDATION

City Council members can provide feedback, thoughts, and comments on the Racial Equity Action Plan Version 1.0.

ADDITIONAL RESOURCES

N/A

Attachments

09.12.23 CoT Council Meeting - Equity Presentation

City of Tigard - Racial Equity Action Plan



City *of* Tigard

Diversity, Equity & Inclusion for Belonging: Adoption of the Racial Equity Action Plan

"Embracing the inherent value of every person."

September 12, 2023

TIGARD

Program Management Update Overview

- Introduction
- Commitment to Equity
- Equity Commitment Declaration
- Racial Equity Action Plan
- Operationalizing Equity
- Action Requested
- Closing Thoughts

Introduction

- Diversity, Equity & Inclusion for Belonging (DEIB)
  - Starting with WHY?
    1. The Moral Imperative
    2. The Business Imperative

Commitment to Equity

- **Our Strategic Vision**
  - "Tigard: an equitable community that is walkable, healthy, and accessible for everyone."
- **Our Community Promise's 5 E's**
  - The lens through which we will evaluate and implement all our actions:
    1. **Equity:** WE will ensure just and fair inclusion where all can participate, prosper, and reach their full potential.
    2. **Environment:** WE will embrace…
    3. **Economy:** WE will be responsible…
    4. **Engagement:** WE will involve…
    5. **Excellence:** WE will set high standards…
- **Our Equity Commitment Declaration** – adopted August 22nd

Equity Commitment Declaration

Impact: The Islamic School of MET

Mr. Wadji Said

Co-Founder &

President



Tigard: An equitable community that is walkable, healthy, and accessible for everyone.

Equity Commitment Declaration

Impact: The Islamic School of MET:

Dr. Wajdi Said

Co-Founder & President

Mr. Jawad Khan

Chief Program Officer

Ms. Sahar Bassyouni

Director of Schools



Racial Equity Action Plan

- Why lead with race?
  - The Pervasive & Predictable Indicator
  - The Data Analysis – our communities
  - The Data Analysis – our workforce

Current Workforce (as of 8/30/2023) (These numbers include FT & PT employees)

Total Employees	American Indian or Alaskan Native	Asian/Pacific Islander	Black	Hispanic	White	Two 3or more races	Total	Male	Female
Central Services	0	1	0	4	21	2	**28**	11	17
City Management	1	1	0	1	11	3	**17**	4	13
Community Development	0	1	0	3	30	2	**36**	24	12
Finance & IT	0	4	0	4	23	3	**34**	17	17
Library	0	5	0	4	45	5	**59**	7	52
Police	1	5	2	6	74	1	**89**	61	28
Public Works	1	8	2	7	82	5	**105**	77	28
Total	**3**	**25**	**4**	**29**	**286**	**21**	**368**	**201**	**167**
% of Total	**1%**	**7%**	**1%**	**8%**	**78%**	**6%**	**100%**	**55%**	**45%**

Current Management (as of 8/30/2023)

Directors/ Managers	American Indian or Alaskan Native	Asian/Pacific Islander	Black	Hispanic	White	Two 3or more races	Total
Female	1	1	0	1	21	2	**26**
Male	1	3	0	2	37	0	**43**
Total	**2**	**4**	**0**	**3**	**58**	**2**	**69**
% of Total	**3%**	**7%**	**0%**	**4%**	**84%**	**3%**	**100%**

Current Demographics (as of 8/30/2023)

City of Tigard Demographics	Population Total	Population %	Workforce Total	Workforce %	Workforce Delta	Management Total	Manage ment %	Management Delta
Total	57,344	100%	**368**	100%		**69**		
White		67%	**286**	78%	**+11**	**58**	84.1%	**+17**
Hispanic		14%	**29**	8%	**-6**	**3**	4.3%	**-10**
2 or more races		6%	**21**	6%	**0**	**2**	2.8%	**-3**
Asian/Pacific Islander		10%	**25**	7%	**-3**	**4**	5.8%	**-4**
Black		2%	**4**	1%	**-1**	**0**	0%	**-2**
Unknown		1%	**0**	0%	**-1**	**0**	0%	**0**
American Indian/ Native Alaskan		0%	**3**	1%	**+1**	**2**	2.8%	**+2**

Racial Equity Action Plan

Three Key Strategies

Cultivate an Inclusive Culture

- Diverse workforce development at all levels
- Professional and personal development opportunities at all levels
- Transparency and engagement with underserved communities
- Support of City's chartered Advisory Committee for Equity

Develop & Utilize Shared Tools & Resources

- Build and implement **Equity Toolkit** to standardize and operationalize decision making
- Citywide training on Courageous Conversations about Race
- Equity engagement tools and resources
- REAP baseline status updates

Bias Towards Action & Continuous Improvement

- Conduct external review of culture, practices and impacts
- Review and report on adverse disproportionate impacts on marginalized teammates
- Conduct employee engagement surveys
- Inclusive leadership competencies and 360 performance reviews tied to pay
- Reprioritize budget decisions for equity

Racial Equity Action Plan

Equity Mapping Solutions Indicators

City Strategic Plan

Walkable

A walkable environment supports and allows for a choice to participate in active forms of transportation such as cycling and includes people traveling with or without a mobility aid.

- **Trails & Parks Proximity**
- **Consumer Services**
- **Ped/Bike Crashes**
- **Trail & Sidewalk Gaps**

Healthy

Supporting the community's physical, economic, and environmental well-being which improves all aspects of health

- **Life Expectancy**
- **Mortality Rates**
- **Tree Canopy**
- **Automobile Traffic**
- **Calls for Service**

Accessible

Providing equivalent ease of use and opportunity for all people to interact with our services, processes, and infrastructure

- **Home Internet Access**
- **Affordable Housing**
- **Home Values**
- **Multi-Family Housing**
- **Median Home Value**
- **Housing Cost Burden**
- **311 - Traffic Safety Calls**
- **Voter Participation Rate**

Tigard: An equitable community that is walkable, healthy, and accessible for everyone.

TIGARD

We are answering an Equity Call to Action

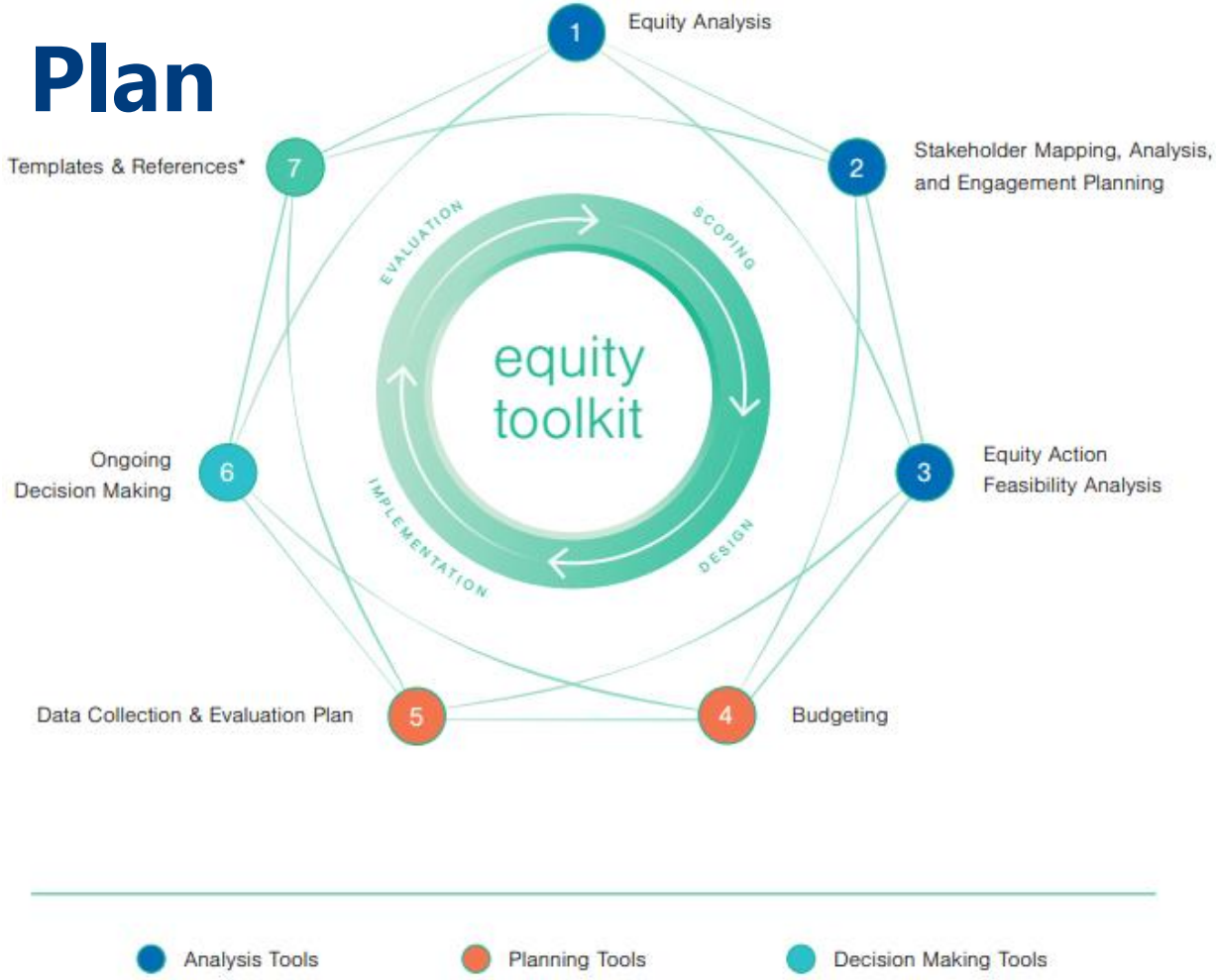
We seek to operationalize equity in our business processes and decision-making

Racial Equity Action Plan

Citywide Equity Toolkit:

The Equity Toolkit is designed to help staff achieve the mission, vision and community promise through applying the lens of equity our work with data and analysis tools.

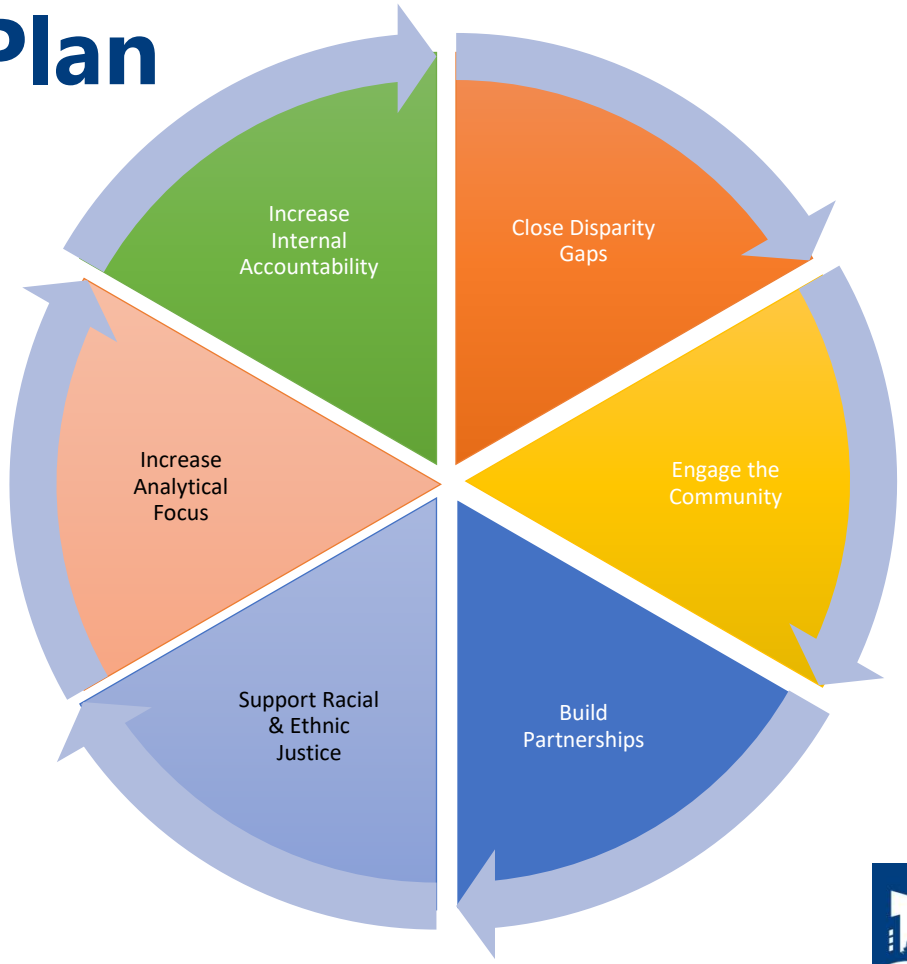
This toolkit will guide us in critically assessing the effects of our decision making on impacted communities in order to create solutions that address disparities and shape a more equitable future for Tigard.



Racial Equity Action Plan

Citywide Equity Toolkit:

The standardized practice of operationalizing the Equity Toolkit with the Equity Mapping Solutions will guide us to:



Racial Equity Action Plan

Citywide Equity Toolkit & Equity Mapping Solutions = Equity Index



New Initiatives & Focus

- Strategic Plan for Equity
- Structure & Alignment
- Diversity Education & Training
- Courageous Conversations About Race
- Key Performance Indicators for Equity (KPIs)
- Diverse Workforce Development Plan
- **Equity Mapping Solutions Project**
- Diversity Conversations Toolkit for Managers
- **Racial Equity Toolkit**
- Inclusive Leadership Performance Compass

Action Requested

- **The Adoption of the Racial Equity Action Plan**

Closing Thoughts

Thank you for your support and leadership for equity for all!

"Embracing the inherent value of every person."

RACIAL EQUITY ACTION PLAN











CITY OF Tigard

Version 1.0

Our Story

Developed in partnership with Kimberly S. Moreland, Moreland Resource Consulting LLC, and Terra Wheeler

Our Story is a continuum of a journey that began many years before Wilson M. Tigard, the City of Tigard's namesake, settled in the region later incorporated as the City of Tigard. As a part of the City of Tigard's Racial Equity Action Plan, we are committed to sharing a holistic story about our history that includes all voices and communities, especially those who have been overlooked or forgotten.

Tualatin Kalapuya

Our Story begins with the Atfalati people of the Tualatin Kalapuya, who lived throughout the Tualatin Valley, including the location of current-day Tigard. Chachimahiyuk was the Atfalati village closest to contemporary Tigard.

Disease brought by colonizers in the 1700s and 1800s ravaged the Tualatin band of the Kalapuya. In 1830, over 1,000 Tualatins lived in the Tualatin River Valley, but by 1855, only 65 remained. In 1856, after the passing of the Willamette Valley Treaty, the U.S. government forcibly moved the remaining members of the tribe to the Grande Ronde Reservation. Today, descendants of the Atfalati and Tualatin Kalapuyans are members of the Confederated Tribes of the Grand Ronde.

Oregon Resettlement & Racist Laws

Before becoming a state, a provisional government was formed in 1843. Black exclusion laws in the Oregon Territory, enacted between 1844 and 1857, were created to quell White settlers' fear about Black and Indian hostilities and evolved into policies that severely stalled Black emigration in Oregon. Congress passed the Donation Land Claim in 1850, which allotted 320 acres of land to every white male, including those with mixed indigenous backgrounds, and doubled that amount for married couples. From 1840 to 1860, 53,062 non-Indigenous resettlers traveled to Oregon.[1] This led to the displacement of Native people living in Oregon.[2] In this region of Oregon, the land was forcefully ceded from the Tualatin Kalapuya.

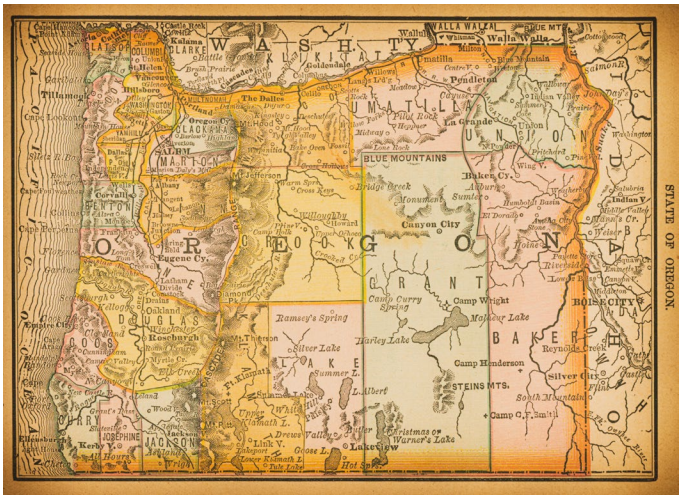
Oregon's Black exclusion law, the forced removal of Native Americans, and the race-restricted Donation Land Act had a longstanding impact on the social, economic, and geographic reality of all Oregonians.

The history of Tigard is deeply interwoven with the legacy of the Kalapuya people, who were the original inhabitants of this land.

As we moved through time, the experiences of Black/African American communities, shaped by Oregon's racist laws and policies, became an integral part of our shared history.

The subsequent resettlement initiatives and the introduction of these prejudiced laws further complicated our shared past.

We recognize there is much to uncover and discuss about these periods, as they have had profound impacts on the racial dynamics and experiences in our community.



Oregon Territory 19th Century

This is just the beginning of our journey to understand and acknowledge our history. More to come as we delve deeper and commit to sharing a comprehensive narrative of our past.

[1] Kenneth R. Coleman. White Man's Territory: The exclusionary intent behind the 1850 Donation Land Act. (Portland, Oregon. Oregon Humanities, April 2018.

[2] Oregon Encyclopedia glossary defines resettlement and resettlers as non-indigenous residents who came to Oregon from about 1840 to 1859. Resettlement describes the non-indigenous displacement of Native people and counters the mistaken idea that Oregon had not settled people prior to migration on the Oregon Trail.

Our Story

Our Beginnings

Wilson McClendon Tigard

The earliest land grant issued in the Tigard area was recorded in 1847. In 1850, land claims were donated to the Richardson, Hicklin, and Graham families. Wilson McClendon Tigard and his wife– the City of Tigard's namesake--were among the post-1850 emigrants. They traveled to Oregon in 1852 and paid $100 for 320 acres of land.[3]



Wilson M. Tigard

Washington County formed the Butte election precinct in 1855 and was divided into east and west precincts in 1876. The earliest appearance of East Butte appeared on the 1880 census. Per Charles Tigard's request, East Butte was renamed Tigardville in 1886. Later, when the railroad came through, it was shortened to Tigard in 1907 because there was already a "Ville" (Wilsonville) on the route.



East Butte School -1896

Wilson Tigard politically aligned with abolitionist emigrants from Indiana, who settled in the area in 1850. The group included the Fanno, Baxter, Bryant, Hicklin, and Denny families. It is essential to note that Oregon's Black exclusion laws were modeled by pre-Civil War Black laws enacted in the Old Northwest territories. Between 1813 and 1815, Indiana's legislature passed a measure three times to exclude all Blacks from entering the state.[4] Tigard and his fellow migrants from Indiana were true abolitionists, and a few participated in the underground railroad. What set them apart from other political parties in Oregon territory was their support for the admission of free Blacks into the Oregon territory.



Settlers in Oregon - 1900

[3] Paul Bourke and Donald DeBats. Washington County: Politics and Community in Antebellum America. Baltimore and London: The Johns Hopkin University Press, p.77.

[4] William Lorenz Katz. The Black West, Third Edition, Revised and Expanded: A Pictorial History. Seattle: Open Hand Publishing Inc., 1987, p.54.

Our Story

Hidden History

Embracing Tigard's Growing Diversity

Wilson M. Tigard, his wife, Mary Ann, and their children's extraordinary legacy are entrenched in the development of Tigardville, transforming it from a farming community to a small town. Their achievements are visibly preserved by historical landmarks, such as the John Tigard House. However, little is known about non-white families who settled in the area. Future documentation of these stories provide an opportunity to understand Our Story and inspire a sense of belonging for all community members.

Have a piece of history you would like to share?

Contact Us
www.tigard-or.gov/feedback

Many are unaware of early Tigard's Japanese farmers, Hasuike, Sunamoto, and Hayashi families who were forced to leave their farms during WWII. In 1909, Shinzo, Torazo, and Ryozo Hasuike purchased 40 acres on Beef Bend Road to grow fruits and vegetables for the market. Torazo's wife, Misao, and brother, Isamu, arrived in Tigard from Japan in 1911. In 1918, Ryozo and Shinzo Hasuike died during the flu pandemic. Survivors, Torazo and Misao, raised eight children in Tigard and bought a farm at 135th and Walnut Street.



Steve Hasuike - Left Back Row - Yearbook Photo

During World War II, the Torazo Hasuike, Sunamoto, and Hayashi families joined 110,000 Japanese Americans from the west coast that were given the choice of migrating several hundred miles inland or be temporarily placed in Assembly Centers before being incarcerated in concentration camps.[5] The Hasuike, Sunamoto, and Hayashi families migrated to Vale, Oregon where a Japanese friend helped them find 70 acres to rent. Fortunately for the Hasuike family, Joseph Herman Baggenstos, founder of the Baggenstos Farm Store, maintained their farm until they returned after WWII.[6] Unfortunately, most Japanese American incarcerees lost all their land and possessions during incarceration. In 1945, after being released from prison, Torazo bought 40 more acres adjacent to the farm. The property was placed in the name of their eldest son, Yoshina, because non-citizens were restricted from purchasing property.

Shinichi and Shigeko Hayashi moved to Tigard from Beaverton in the 1940s, and leased 60 acres of farmland. Their daughter, Toshiki, was enrolled in Tigard High School when Pearl Harbor was attacked by Japan in 1941. Shortly after, the mother of Toshiki, Liala Wolf, took Toshika to clean out her locker. In 1942, the family relocated to Vale, Oregon, lost their farmland, and all their possessions.[7]



Hasuike Family Farm



Hasuike Family

[5] Densho Digital Repository_Ask a Historian,

[6] Peterson, Tigard, page 80.

[7] Densho Digital Respository_Toshiko Hayashi Oreal Interview.

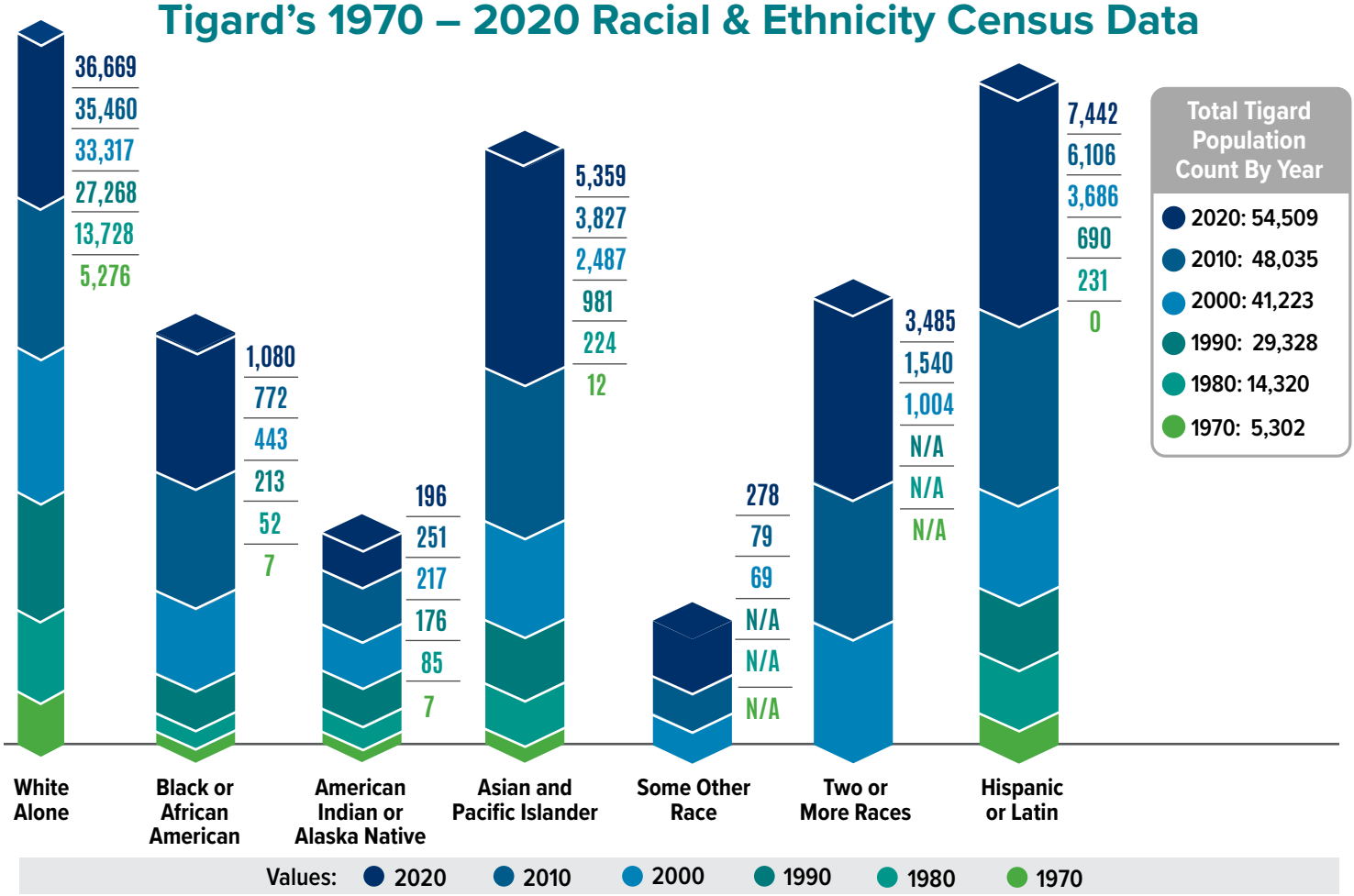
Our Story

Tigard's Racial Demographics

Racist practices, policies, and laws have a lasting effect on Oregon's racial diversity. Incorporated in 1961, the City of Tigard participated in the 1970 census, which provided a glimpse of Tigard's racial and ethnic breakdown. From 1970 to 1980, the city doubled in size. In this same period, Hispanics, Latinos, and the Asian or Pacific Islanders population nearly tripled.

The census race and ethnicity count has changed over time. The table below shows two significant changes: populations of Hispanic persons starting in 1980 and multiple race persons beginning in 2000.

Tigard's 1970 – 2020 Racial & Ethnicity Census Data



Census data complied PSU Population and Research Center

Movement Towards Racial Equity

Realizing Racial Equity Vision & Strategies

Today, the City of Tigard has become home to increasing populations of people of color who are displaced and priced out of Portland and other high-rent areas. The city's recent efforts to become a more welcoming and inclusive city are needed more than ever. The City of Tigard, one of the oldest unincorporated communities in Oregon, was founded on a staunch belief and tenacity to preserve what community members believed was right. Today, our Racial Equity Action Plan can rekindle the innovative spirit of the Tigard family legacy and direct that energy towards dismantling structural racism, promoting wealth creation, and achieving our racial equity vision and strategies.

Our Framework

STRATEGIC VISION

Tigard: An equitable community that is walkable, healthy, and accessible for everyone.

3 STRATEGIC PRIORITIES
THAT SUPPORT OUR VISION

1. Set the standard for excellence in public service and customer experience.
2. Create a well-connected, attractive, and accessible pedestrian network.
3. Ensure development and growth support the vision.

EQUITY
WE will ensure just and fair inclusion where all can participate, prosper, and reach their full potential.

ENGAGEMENT
WE will involve all voices in our community while building trusting relationships.

ENVIRONMENT
WE will embrace sustainability to improve our natural resources and the livability of our community.

EXCELLENCE
WE will set high standards and strive to exceed community expectations.

ECONOMY
WE will be responsible stewards of the community's financial resources entrusted to us.

COMMUNITY PROMISE

The lens through which we will evaluate and implement all our actions.

OUR COMMITMENT

The City of Tigard affirms our commitment to becoming a racially equitable city. We have zero tolerance for any form of harassment or discrimination in our workplace and in any work-related environments, including our presence on social media.

OUR SHARED LANGUAGE

Our Diversity, Equity, Inclusion, and Belonging Glossary is a living document with the goal of helping build shared understanding between teammates. Any Tigard team member can contribute, view, and use the Glossary in ways they find valuable. The Glossary is available in Citywide and Inclusive Tigard channels on Teams.

Our Promise

Racial Equity Means To...

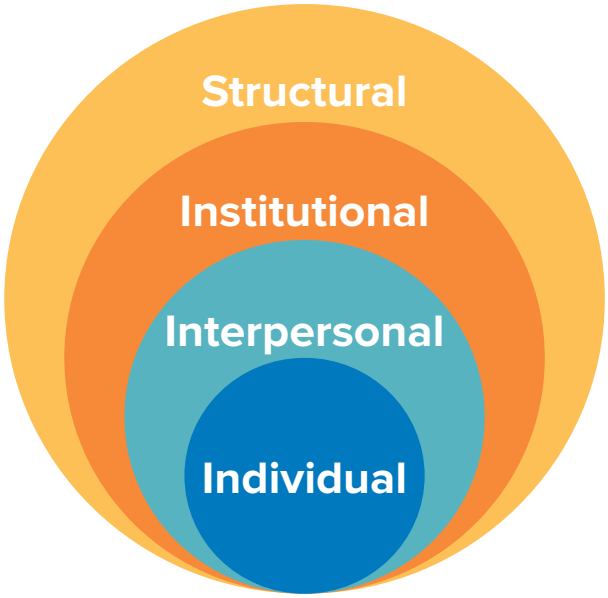
Close the gaps so that race does not predict one's success while also improving outcomes for all.

Close the Gaps...

We center communities of color to target improvements for those most burdened by racial inequity.

Ensure Just and Fair Inclusion...

Our focus is on four forms of racism:



Individual Racism

Internalized Racism lies **within individuals**. These are private beliefs and biases about race that reside inside our own minds and bodies. For white people, this can be internalized privilege, entitlement, and superiority; for people of color, this can be internalized oppression.

Examples: prejudice, xenophobia, conscious and unconscious bias about race.

Interpersonal Racism occurs **between individuals**. Once we bring our private beliefs about race into our interactions with others, we are now in the realm of interpersonal racism.

Examples: public expressions of prejudice and hate, microaggressions, bias and bigotry between individuals.

Systemic Racism

Institutional Racism occurs **within institutions**. It involves unjust policies, practices, procedures, and outcomes that work better for white people than people of color, whether intentional or not.

Example: A school district that concentrates students of color in the most overcrowded, under-funded schools with the least experienced teachers.

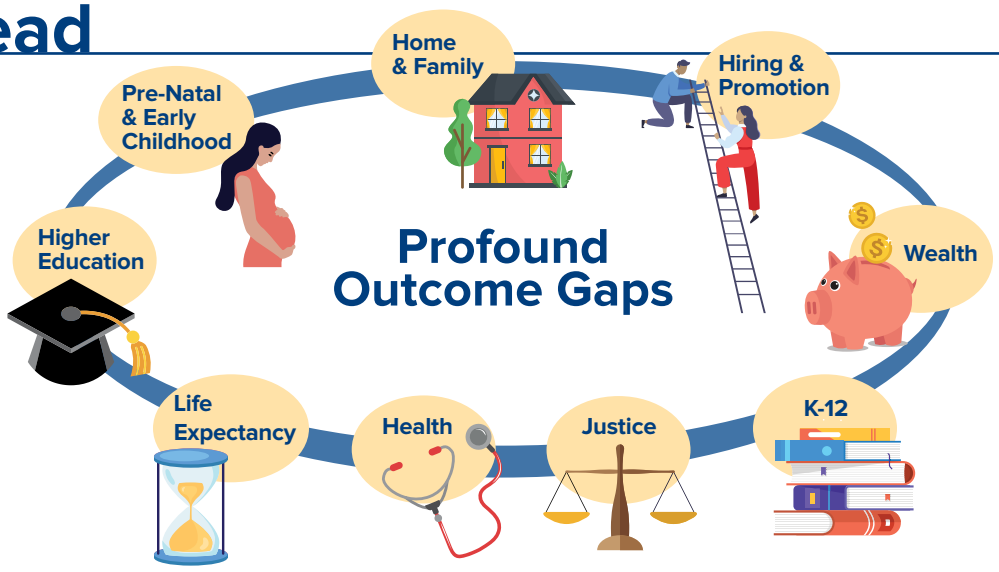
Structural Racism is racial inequities **across institutions, policies, social structures, history, and culture**. Structural racism operates when a system of power with multiple interconnected, reinforcing, and self-perpetuating components results in racial inequities across all indicators for success. Structural racism is the racial inequity that is embedded in our history, culture, and our economic, political, and legal systems.

Example: The "racial wealth gap," where whites have many times the wealth of people of color, resulting from the history and current reality of institutional racism in multiple systems.

Source: www.raceforward.org/about/what-is-racial-equity-key-concepts

Our Work Ahead

Today, in the United States, structural racism drives outcome gaps between people of color and white people across every indicator for success, from birth to death, from infant mortality to life expectancy. The multiplied effects of these structural drivers create deeply entrenched racial inequity. To achieve racial equity, we must transform our institutions and structures.



Community Snapshot

Population **55,854**

93.4% Households with Broadband Subscription

Bachelor's Degree or Higher **44.3%**

Language Other Than English Spoken at Home **19%**

Median Household Income **$86,757**

Persons in Poverty **7.8%**

17.5% Households Owned By People of Color

$2,085 Median Monthly Homeowners Mortgage Cost

Source: Census Bureau 2020

To See Race Data From Our Community

National

The Government Alliance on Race and Equity Communications Guide

www.racialequityalliance.org/tools-resources/communication-tools

Washington County

The Coalition of Communities of Color Leading With Race Report

www.coalitioncommunitiescolor.org/leadingwithrace

How We Achieve Our Racial Equity Vision

To become a racially equitable and multicultural institution we aim to dismantle barriers across our organization and build a more inclusive and representative workplace at all levels that embraces diversity, calls out discrimination, and puts equity at its heart.

WHO

Everyone has an opportunity to support and move racial equity work forward. The City Council; sets policy direction, the City Manager and Leadership; provide guidance and support to implement, the Diversity, Equity, Inclusion, and Belonging team; build, connect, and communicate working alongside all Tigard teammates whose work has a direct impact on making our community equitable.









WHAT

Putting the values of racial equity into practice will require changing the way the city works:

HOW

- our city government makes decisions
- services and programs are delivered
- we engage with everyone
- success is measured
- we invest
- we balance our approach



WHEN

Continuous improvement is at the core of our racial equity journey. Therefore, some actions in this plan will be ongoing while others have specific timelines for completion.

By 2025

Short Term	Mid Term	Long-Term
2023	2024	2025

WHY



Jamboard Exercise August 2021

Our Strategies



Cultivate an Inclusive Culture

Create a workplace culture where racial equity is valued and is operationalized.



Develop and Utilize Shared Tools and Resources

Dismantle the institutional barriers that create disparities and inequities by race and income.



Bias Towards Action and Continuous Improvement

Pursue policies and programs that can be implemented right now, as a way to develop our Diversity, Equity, Inclusion, and Belonging practices.

Action Plan Process



Source: Government Alliance on Race and Equity

The Action Plan Includes:

ACTIONS – Efforts we will pursue to achieve our strategies.

TIMELINE – Ongoing and Short term – by 2023, mid-term – by 2024, and long-term – by 2025.

GUIDE – Responsible for guiding conversations and empowering team members to complete our actions.

Action Plan



Cultivate an Inclusive Culture

Create a workplace culture where racial equity is valued and is operationalized.

ACTION	TIMELINE	GUIDE
Increase diversity among city leadership, teammates, and volunteers.	Mid-Term	Leadership, Human Resources
Develop an ongoing Tigard Diversity, Equity, Inclusion, and Belonging Training Program that includes tools, protocols, and information specific to Tigard for all teammates, middle managers, and supervisors.	Short-Term	Leadership, Human Resources, DEIB Internal Team
Publicly acknowledge the disproportionate impact of city communications policies on communities of color and be intentional about transparency and communication.	Short-Term	Leadership, Communications
Support structured internal team efforts to build an inclusive culture for city teammates.	Ongoing	Leadership

Action Plan



Develop and Utilize Shared Tools and Resources

Dismantle the institutional barriers that create disparities and inequities by race and income.

ACTION	TIMELINE	GUIDE
Build an equity framework that includes a Racial Equity Toolkit.	Short-Term	Leadership, DEIB Internal Team
Use a racial equity assessment tool in decision making.	Ongoing	Leadership
Adopt tools and protocols for critical conversations to create shared understanding and belonging.	Short-Term	City Management, Leadership, DEIB Leadership
Create an equitable engagement guidebook.	Long-Term	Communications, DEIB Leadership
Create shared understanding around the informal and formal ways of addressing interpersonal racism at work.	Ongoing	Leadership, Human Resources, DEIB Internal Team
Create a shared repository for baseline equity data to inform decision making.	Mid-Term	City Management, IT

Action Plan



Bias Towards Action and Continuous Improvement

Pursue policies and programs that can be implemented right now, as a way to develop our Diversity, Equity, Inclusion, and Belonging practices.

ACTION	TIMELINE	GUIDE
Have an external review of Tigard's practices and culture as it impacts DEIB.	Short-Term	City Management
Review all program and service areas for practices that perpetuate institutional racism.	Ongoing	Leadership, DEIB Internal Team
Prioritize reorienting services, programs, projects, and practices toward racial equity policies.	Mid-Term	City Management, Leadership, Human Resources, DEIB Internal Team
Reprioritize resources and invest in racial equity initiatives that influences budget decisions.	Ongoing	City Management, Leadership
Review existing performance measures and apply an equity lens.	Short-Term	City Management, Leadership, Human Resources, DEIB Internal Team

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RACIAL EQUITY ACTION PLAN

APPENDICES A-C











CITY OF Tigard

APPENDIX A
EQUITY MOVES





CITY OF Tigard

EQUITY MOVES

Art of Community



WHY

Organizations are human systems. Approaching this work by priming and setting conditions to support critical thinking is conducive to solving complex problems.

WHAT

The objective of this protocol is to normalize:

- Openness to learning
- Mitigating bias
- Normalizing conflict for calibrating feedback, change ideas, and implementation aligned to vision and mission

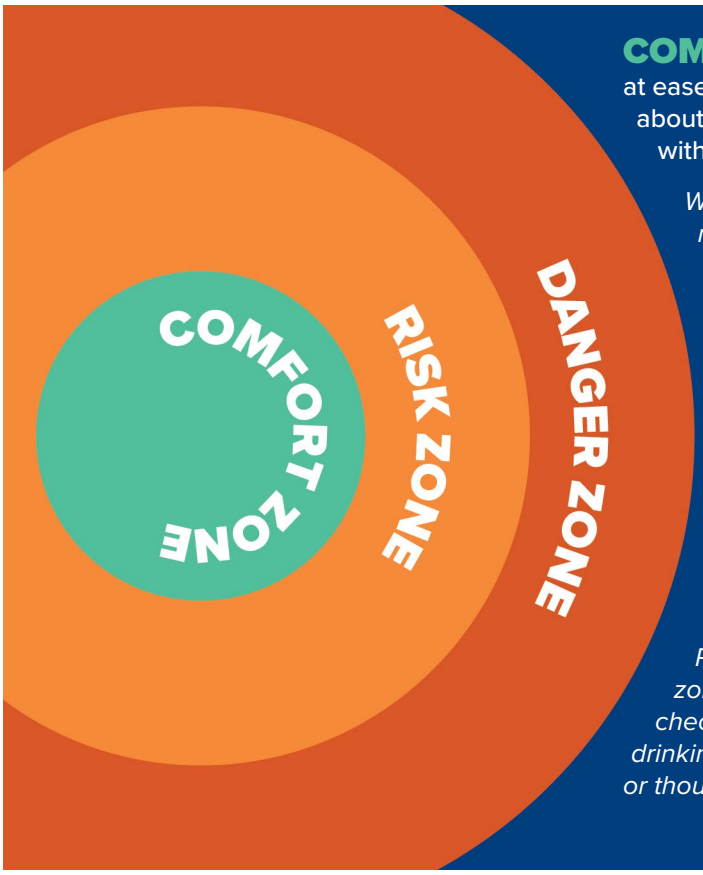
HOW

Starting time together (meeting, convening, gathering) with the Art of Community reminds the group what it takes to be in community with one another with care.

- Centering Care for difficult conversations allows for us to listen past our own experiences
- Art of Community allows us to get to a deeper culture of connection which also supports regulation and co-regulation that allows people in the community to make reasonable decisions as Trauma Informed Practices highlight to access executive functioning skills (the behaviors required to plan and achieve goals like adaptable thinking, time management, working memory, self-monitoring, etc).

Adapted from Margaret Wheatley's "Turning to One Another." (2000)
by Zinnia Un for TTSD (2019)

Zones of Comfort



COMFORT ZONE

at ease, no tension, good grip on the topic, like to hear from others about the topic • know how to navigate occasional rough spots with ease

When triggered and moving towards the danger zone you might go to your comfort zone by changing the topic to something you are more familiar with, listening without intervening or participating, and disengaging.

RISK ZONE

most fertile place for learning • willing to take some risks, not knowing everything • desire to learn • open up to other people with curiosity and interest • consider options or ideas you haven't thought of before

DANGER ZONE

defenses, fears, red-lights, desire for escape • requires too much energy and time to accomplish anything

Recognize this and find strategies to get back to the risk zone where learning happens. Some strategies can be checking first thoughts and second thoughts, taking breaths, drinking water, plot comfort level, take notes, and write questions or thoughts to share later when in the risk zone.

Nationalschoolreform.org adapted by Zinnia Un (2016)

WHY

A common misstep in equity work is disregarding the human response to new situations, feelings, and insights that give us pause. The development of emotional intelligence and the ability to self-regulate allows hard conversations to lead to actionable change.

WHAT

Having the expectations and words to use related to the zones of comfort builds capacity in the individual, in teams, and in the organization.

The zones of comfort help gauge people's feelings and impact related to content, imprint (impression), or event. It helps to facilitate understanding and what to do to support productive conversations, problem solving sessions, or calibration in teams.

HOW

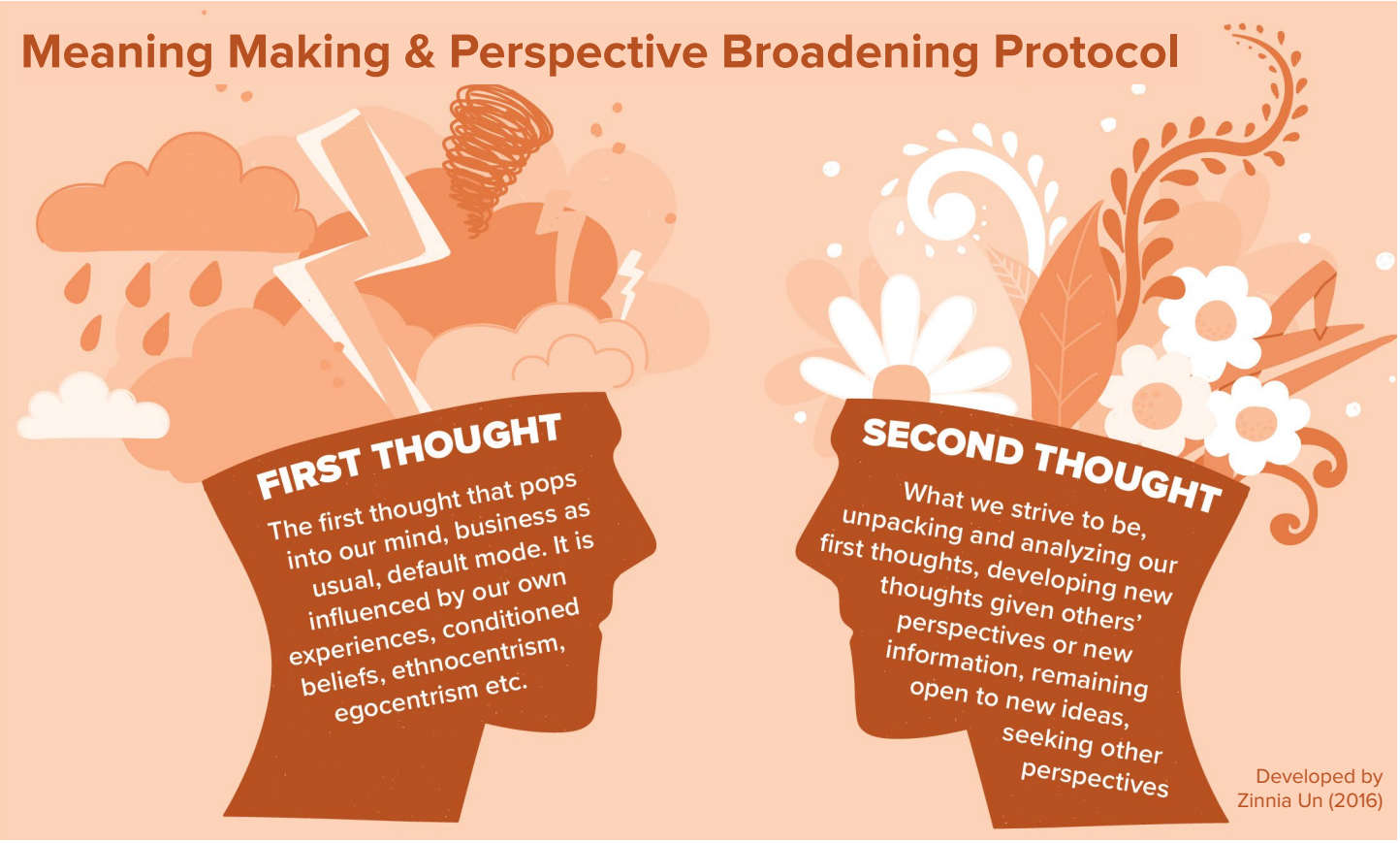
"I am trying to move myself out of my comfort zone here, I am wondering about ..."

"I am taking a risk here, by sharing this feedback, ... I am wondering about what your thoughts are related to that feedback?"

"Some of the data/ feedback I have to share might be hard to hear or move some of us to the danger zone, take care of yourself as needed, and try to come back and join the conversation"

First Thought/Second Thought

Building Muscles for Critical Self-Reflection



WHY

This common language is easily accessible and can be used right away to normalize deeper analysis of practices with empathy.

Our "first thoughts" are not always "perfect" or even what we want them to be, especially when it comes to challenging subjects like equity. Or, at times, we like our first thoughts, and we develop them further given new information or ideas

Perspectives can be dynamic - we can change or add to our perspective given new information or ideas

Expressing our first thoughts allows for safe/low risk entrance into a critical, courageous or caring conversation

WHAT

This protocol can help with meaning making opportunities related to concept, vocabulary, processing a situation, etc.

It also allows the community to process not only the information but the impact or meaning of something in community with others.

This is a great tool for mitigating bias. It also brings forth multiple perspectives in practice that are easy, simple, and can be woven into the fabric of one's community.

HOW

Use this protocol:

- For brainstorming
- To understand the imprint (impression) of something with people
- To calibrate understanding about a concept, idea, action or outcome
- To bring forth multiple perspectives without making it high risk
- To reflect on your own thinking and understanding.

Redefining Actions for Equity



WHY

Often when engaging in equity conversations, we can easily move through the comfort, risk, and danger zones quickly. When this happens we go into the flight, fight, or freeze modes Having cognitive and discourse scaffolds to remind us to regulate, relate, and reason supports meaningful and effective communication.

This takes practice! Using the reminders of listening to learn & heal, ask questions, reflect & respond, then share with humility allows for there to be care in our conversations. It also provides the support we need for ourselves and others to have grace with one another when difficult conversations arise.

WHAT

Redefining Actions for Equity can be used as an aid for navigating difficult conversations as they arise.

Doing equity work for the last 20 years, I have had several difficult conversations and as a budding researcher, I have noticed patterns and trends in these conversations of where I went wrong, needed to adjust, or reframe my thinking to have productive and effective communication.

Developed by Zinnia Un (2018)

HOW

When I am navigating a difficult conversation, I have to tell myself to intentionally listen. Our emotions can hijack the conversation if we don't build our muscles toward effective listening skills.

Listening Modes

Listening for Information

Listen for the exact words that the person is saying first. As though I have a transcription of the conversation.

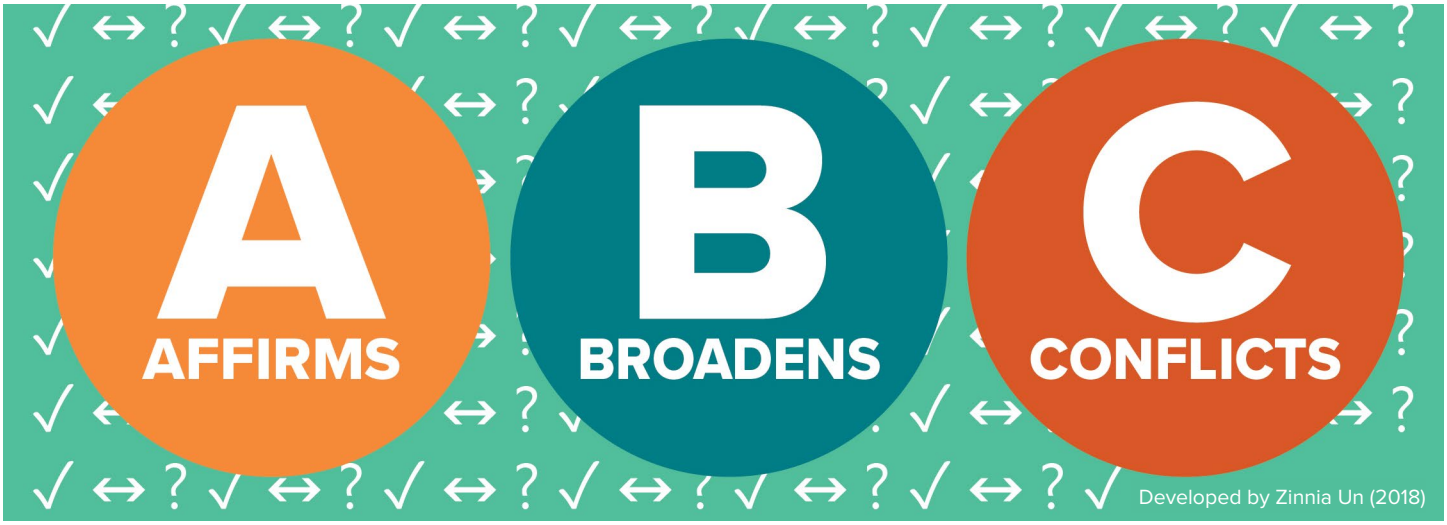
- Often, because emotions run high in equity conversations, we project or overlay our own tone and emotion over other people's words which can misrepresent the message

Nonverbal Listening

70 - 80% of what we communicate comes from our body language. Notice the changes in body language, and instead of assigning meaning to them. Reflect on when the speaker's body language changed. What was said right before that?

- This might help with seeing the impact of a statement. That might lead to asking clarifying questions.

ABC Protocol



AFFIRMS ✓

"This is similar to what I was thinking." Thoughts are related to processing of information, events or situations that connect to potential confirmation bias (the tendency to search for, interpret, favor, and recall information in a way that confirms or supports one's prior beliefs or values), or congruence in thought or understanding. Recognizing and unpacking the why of affirmation can help us understand our habits of thought and conditioned beliefs. It can also help us note our own biases and why an idea, option, or concept is given preference.

BROADENS ↔

"Aha, I see." Thoughts relate to the realization of new information giving us "aha moments." It also aligns well with the risk zone and our ability to be open to new ideas. This becomes a fruitful space for learning and calibrating new information. A tenet of equity concepts here is the value of multiple perspectives.

CONFLICTS ?

"This is different than what I was thinking." Thoughts relate to intentional reflection. Can offer value to conflicting thoughts, while pausing to understand why it conflicts with our thinking. Does it have to do with our lived experiences, or something that we know that conflicts with what is said, experienced, or understood? The equity tenet that this might relate to is cultural mismatch, or a singular lens that might be challenged by other lenses or experiences.

WHY

Normalizes conflict and various connections to information, events, or situations.

This protocol also normalizes the time it takes to calibrate understanding among people. It highlights that there are benefits in recognizing that not everyone has the same thoughts.

Taking time to bring that up and out, might save time for calibrating conflict later when things become more high stakes because of various levels of investments in time, resources, emotions, and energy.

WHAT

ABC protocol helps with giving scaffolds for processing information, events, and/or situations through discourse, in writing, or through self-reflection.

The ABC protocol also can help with calibrating understanding about a concept, idea, or process, through the lens of various stakeholders.

The ABC protocol can also be used to support self-reflection when processing one's actions, information, or situation.

HOW

In groups

Using it as a discourse protocol allows people to have first thoughts related to the content, and then have them sit with their first thoughts and categorize them. This helps build muscle towards reflecting with intention their conditioned thoughts. This muscle building supports mitigating bias in decision-making.

As an Individual

Use it as a reflection tool towards critical friends processes. For example, someone might bring forward work, thoughts, or ideas. The ABC protocol can help with offering feedback that supports the spectrum of outcomes.

4 A's Protocol



WHY

This normalizes how each person can have a range of feelings, connections, and ways of processing a collective experience.

Provides an optimistic closure to conversation that promotes reflection and connection to past, present and future experiences.

WHAT

By sharing space to connect with one of these things, it helps check our assumptions and decenter ourselves related to how we perceive a situation or an experience that was understood by others.

HOW

At the end of a meeting, ask the groups to share one of the 4 A's and Why

Tigard-Tualatin School District

CITY OF Tigard

APPENDIX B
RACIAL EQUITY TOOLKIT



CITY OF Tigard



TOOLKIT

Racial Equity Toolkit

An Opportunity to Operationalize Equity

LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

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LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

This toolkit is published by the
Government Alliance on Race and Equity,
a national network of government working to
achieve racial equity and advance opportunities for all.

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haas institute
FOR A FAIR AND INCLUSIVE SOCIETY

CSI CENTER FOR SOCIAL INCLUSION

RACIALEQUITYALLIANCE.ORG

UPDATED DEC 2016

ABOUT THE GOVERNMENT ALLIANCE ON RACE & EQUITY



The Government Alliance on Race and Equity (GARE) is a national network of government working to achieve racial equity and advance opportunities for all. Across the country, governmental jurisdictions are:

- making a commitment to achieving racial equity;
- focusing on the power and influence of their own institutions; and,
- working in partnership with others.

When this occurs, significant leverage and expansion opportunities emerge, setting the stage for the achievement of racial equity in our communities.

GARE provides a multi-layered approach for maximum impact by:

- supporting jurisdictions that are at the forefront of work to achieve racial equity. A few jurisdictions have already done substantive work and are poised to be a model for others. Supporting and providing best practices, tools and resources is helping to build and sustain current efforts and build a national movement for racial equity;
- developing a "pathway for entry" into racial equity work for new jurisdictions from across the country. Many jurisdictions lack the leadership and/or infrastructure to address issues of racial inequity. Using the learnings and resources from jurisdictions at the forefront will create pathways for the increased engagement of more jurisdictions; and,
- supporting and building local and regional collaborations that are broadly inclusive and focused on achieving racial equity. To eliminate racial inequities in our communities, developing a "collective impact" approach firmly grounded in inclusion and equity is necessary. Government can play a key role in collaborations for achieving racial equity, centering community, and leveraging institutional partnerships.

To find out more about GARE, visit www.racialequityalliance.org.

I. What is a Racial Equity Tool?

Racial equity tools are designed to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets. It is both a product and a process. Use of a racial equity tool can help to develop strategies and actions that reduce racial inequities and improve success for all groups.

Too often, policies and programs are developed and implemented without thoughtful consideration of racial equity. When racial equity is not explicitly brought into operations and decision-making, racial inequities are likely to be perpetuated. Racial equity tools provide a structure for institutionalizing the consideration of racial equity.

A racial equity tool:

- proactively seeks to eliminate racial inequities and advance equity;
- identifies clear goals, objectives and measurable outcomes;
- engages community in decision-making processes;
- identifies who will benefit or be burdened by a given decision, examines potential unintended consequences of a decision, and develops strategies to advance racial equity and mitigate unintended negative consequences; and,
- develops mechanisms for successful implementation and evaluation of impact.

Use of a racial equity tool is an important step to operationalizing equity. However, it is not sufficient by itself. We must have a much broader vision of the transformation of government in order to advance racial equity. To transform government, we must normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

For more information on the work of government to advance racial equity, check out GARE's "Advancing Racial Equity and Transforming Government: A Resource Guide for Putting Ideas into Action" on our website. The Resource Guide provides a comprehensive and holistic approach to advancing racial equity within government. In addition, an overview of key racial equity definitions is contained in Appendix A.

II. Why should government use this Racial Equity Tool?

From the inception of our country, government at the local, regional, state, and federal level has played a role in creating and maintaining racial inequity. A wide range of laws and policies were passed, including everything from who could vote, who could be a citizen, who could own property, who was property, where one could live, whose land was whose and more. With the Civil Rights movement, laws and policies were passed that helped to create positive changes, including making acts of discrimination illegal. However, despite progress in addressing explicit discrimination, racial inequities continue to be deep, pervasive, and persistent across the country. Racial inequities exist across all indicators for success, including in education, criminal justice, jobs, housing, public infrastructure, and health, regardless of region.

Many current inequities are sustained by historical legacies and structures and systems that repeat patterns of exclusion. Institutions and structures have continued to create and perpetuate inequities, despite the lack of explicit intention. Without intentional intervention, institutions and structures will continue to perpetuate racial inequities. Government has the ability to implement policy change at multiple levels and across multiple sectors to drive larger systemic change. Routine use of a racial equity tool explicitly integrates racial equity into governmental operations.

Local and regional governmental jurisdictions that are a part of the GARE are using a racial equity tool. Some, such as the city of Seattle in Washington, Multnomah County in Oregon, and

the city of Madison in Wisconsin have been doing so for many years:

- The Seattle Race and Social Justice Initiative (RSJI) is a citywide effort to end institutionalized racism and race-based disparities in City government. The Initiative was launched in 2004. RSJI includes training to all City employees, annual work plans, and change teams in every city department. RSJI first started using its Racial Equity Tool during the budget process in 2007. The following year, in recognition of the fact that the budget process was just the "tip of the ice berg," use of the tool was expanded to be used in policy and program decisions. In 2009, Seattle City Council included the use of the Racial Equity Tool in budget, program and policy decisions, including review of existing programs and policies, in a resolution (Resolution 31164) affirming the City's Race and Social Justice Initiative. In 2015, newly elected Mayor Ed Murray issued an Executive Order directing expanded use of the Racial Equity Tool, and requiring measurable outcomes and greater accountability.

See Appendix B for examples of how Seattle has used its Racial Equity Tool, including legislation that offers protections for women who are breastfeeding and use of criminal background checks in employment decisions.

Multnomah County's Equity and Empowerment Lens is used to improve planning, decision-making, and resource allocation leading to more racially equitable policies and programs. At its core, it is a set of principles, reflective questions, and processes that focuses at the individual, institutional, and systemic levels by:

- deconstructing what is not working around racial equity;
- reconstructing and supporting what is working;
- shifting the way we make decisions and think about this work; and,
- healing and transforming our structures, our environments, and ourselves.

Numerous Multnomah County departments have made commitments to utilizing the Lens, including a health department administrative policy and within strategic plans of specific departments. Tools within the Lens are used both to provide analysis and to train employers and partners on how Multnomah County conducts equity analysis.

Madison, Wisconsin is implementing a racial equity tool, including both a short version and a more in-depth analysis. See Appendix D for a list of the types of projects on which the city of Madison has used their racial equity tool.

For jurisdictions that are considering implementation of a racial equity tool, these jurisdictions examples are powerful. Other great examples of racial equity tools are from the Annie E. Casey Foundation and Race Forward.

In recognition of the similar ways in which institutional and structural racism have evolved across the country, GARE has developed this Toolkit that captures the field of practice and commonalities across tools. We encourage jurisdictions to begin using our Racial Equity Tool. Based on experience, customization can take place if needed to ensure that it is most relevant to local conditions. Otherwise, there is too great of a likelihood that there will be a significant investment of time, and potentially money, in a lengthy process of customization without experience. It is through the implementation and the experience of learning that leaders and staff will gain experience with use of a tool. After a pilot project trying out this tool, jurisdictions will have a better understanding of how and why it might make sense to customize a tool.

For examples of completed racial equity analyses, check out Appendix B and Appendix D, which includes two examples from the city of Seattle, as well as a list of the topics on which the city of Madison has used their racial equity tool.

Please note: In this Resource Guide, we include some data from reports that focused on whites and African Americans, but otherwise, provide data for all racial groups analyzed in the research. For consistency, we refer to African Americans and Latinos, although in some of the original research, these groups were referred to as Blacks and Hispanics.

III. Who should use a racial equity tool?

A racial equity tool can be used at multiple levels, and in fact, doing so, will increase effectiveness.

- **Government staff:** The routine use of a racial equity tool by staff provides the opportunity to integrate racial equity across the breadth, meaning all governmental functions, and depth, meaning across hierarchy. For example, policy analysts integrating racial equity into policy development and implementation, and budget analysts integrating racial equity into budget proposals at the earliest possible phase, increases the likelihood of impact. Employees are the ones who know their jobs best and will be best equipped to integrate racial equity into practice and routine operations.



Government staff

- **Elected officials:** Elected officials have the opportunity to use a racial equity tool to set broad priorities, bringing consistency between values and practice. When our elected officials are integrating racial equity into their jobs, it will be reflected in the priorities of the jurisdiction, in direction provided to department directors, and in the questions asked of staff. By asking simple racial equity tool questions, such as "How does this decision help or hinder racial equity?" or "Who benefits from or is burdened by this decision?" on a routine basis, elected officials have the ability to put theory into action.



Elected officials

- **Community based organizations:** Community based organizations can ask questions of government about use of racial equity tool to ensure accountability. Elected officials and government staff should be easily able to describe the results of their use of a racial equity tool, and should make that information readily available to community members. In addition, community based organizations can use a similar or aligned racial equity tool within their own organizations to also advance racial equity.



Community

IV. When should you use a racial equity tool?

The earlier you use a racial equity tool, the better. When racial equity is left off the table and not addressed until the last minute, the use of a racial equity tool is less likely to be fruitful. Using a racial equity tool early means that individual decisions can be aligned with organizational racial equity goals and desired outcomes. Using a racial equity tool more than once means that equity is incorporated throughout all phases, from development to implementation and evaluation.

V. The Racial Equity Tool

The Racial Equity Tool is a simple set of questions:

1. **Proposal:** What is the policy, program, practice or budget decision under consideration? What are the desired results and outcomes?
2. **Data:** What's the data? What does the data tell us?
3. **Community engagement:** How have communities been engaged? Are there opportunities to expand engagement?
4. **Analysis and strategies:** Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?
5. **Implementation:** What is your plan for implementation?

6. **Accountability and communication:** How will you ensure accountability, communicate, and evaluate results?

The following sections provide a description of the overall questions. Once you are ready to jump into action, please check out the worksheet that can be found in Appendix C.

STEP #1

What is your proposal and the desired results and outcomes?

While it might sound obvious, having a clear description of the policy, program, practice, or budget decision (for the sake of brevity, we refer to this as a "proposal" in the remainder of these steps) at hand is critical.

We should also be vigilant in our focus on impact.

The terminology for results and outcomes is informed by our relationship with Results Based Accountability™. This approach to measurement clearly delineates between community conditions / population accountability and performance accountability / outcomes. These levels share a common systematic approach to measurement. This approach emphasizes the importance of beginning with a focus on the desired "end" condition.

- Results are at the community level are the end conditions we are aiming to impact. Community indicators are the means by which we can measure impact in the community. Community indicators should be disaggregated by race.
- Outcomes are at the jurisdiction, department, or program level. Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. Performance measures respond to three different levels:
    a. Quantity–how much did we do?
    b. Quality–how well did we do it?
    c. Is anyone better off?

We encourage you to be clear about the desired end conditions in the community and to emphasize those areas where you have the most direct influence. When you align community indicators, government strategies, and performance measures, you maximize the likelihood for impact. To ultimately impact community conditions, government must partner with other institutions and the community.

You should be able to answer the following questions:

1. Describe the policy, program, practice, or budget decision under consideration?
2. What are the intended results (in the community) and outcomes (within your organization)?
3. What does this proposal have an ability to impact?
    - Children and youth
    - Community engagement
    - Contracting equity
    - Criminal justice
    - Economic development
    - Education
    - Environment
    - Food access and affordability
    - Government practices
    - Health
    - Housing
    - Human services
    - Jobs
    - Planning and development
    - Transportation
    - Utilities
    - Workforce equity

STEP #2

What's the data? What does the data tell us?

Measurement matters. When organizations are committed to racial equity, it is not just an aspiration, but there is a clear understanding of racial inequities, and strategies and actions are developed and implemented that align between community conditions, strategies, and actions. Using data appropriately will allow you to assess whether you are achieving desired impacts.

Too often data might be available, but is not actually used to inform strategies and track results. The enormity of racial inequities can sometimes feel overwhelming. For us to have impact in the community, we must partner with others for cumulative impact. The work of government to advance racial equity is necessary, but not sufficient. Nevertheless, alignment and clarity will increase potential impact. We must use data at both levels; that is data that clearly states 1) community indicators and desired results, and 2) our specific program or policy outcomes and performance measures.

Performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. As indicated in Step 1, performance measures respond to three different levels:

Quantity–how much did we do?

Quality–how well did we do it?

Is anyone better off?

Although measuring whether anyone is actually better off as a result of a decision is highly desired, we also know there are inherent measurement challenges. You should assess and collect the best types of performance measures so that you are able to track your progress.

In analyzing data, you should think not only about quantitative data, but also qualitative data. Remember that sometimes missing data can speak to the fact that certain communities, issues or inequities have historically been overlooked. Sometimes data sets treat communities as a monolithic group without respect to subpopulations with differing socioeconomic and cultural experience. Using this data could perpetuate historic inequities. Using the knowledge and expertise of a diverse set of voices, along with quantitative data is necessary (see Step #3).

You should be able to answer the following questions about data:

1. Will the proposal have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area?
2. What does population level data tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?
3. What performance level data do you have available for your proposal? This should include data associated with existing programs or policies.
4. Are there data gaps? What additional data would be helpful in analyzing the proposal? If so, how can you obtain better data?

Data Resources

Federal

- **American FactFinder:** The US Census Bureau's main site for online access to population, housing, economic and geographic data. http://factfinder.census.gov
- **US Census Quick Facts:** http://quickfacts.census.gov/qfd/index.html
- **Center for Disease Control** (CDC) http://wonder.cdc.gov

State

- **American FactFinder** and the **US Census** website also have state data. http://factfinder.census.gov
- Other sources of data vary by state. Many states offer data through the Office of Financial Management. Other places to find data include specific departments and divisions.

Local

- **American FactFinder** and the **US Census** website also have local data. http://factfinder.census.gov
- Many jurisdictions have lots of city and county data available. Other places to find data include specific departments and divisions, service providers, community partners, and research literature.

STEP #3

How have communities been engaged? Are there opportunities to expand engagement?

It is not enough to consult data or literature to assume how a proposal might impact a community. Involving communities impacted by a topic, engaging community throughout all phases of a project, and maintaining clear and transparent communication as the policy or program is implemented will help produce more racially equitable results.

It is especially critical to engage communities of color. Due to the historical reality of the role of government in creating and maintaining racial inequities, it is not surprising that communities of color do not always have much trust in government. In addition, there is a likelihood that other barriers exist, such as language, perception of being welcome, and lack of public transportation, or childcare. For communities with limited English language skills, appropriate language materials and translation must be provided.

Government sometimes has legal requirements on the holding of public meetings. These are often structured as public hearings, with a limited time for each person to speak and little opportunity for interaction. It is important to go beyond these minimum requirements by using community meetings, focus groups, and consultations with commissions, advisory boards, and community-based organizations. A few suggestions that are helpful:

- When you use smaller groups to feed into a larger process, be transparent about the recommendations and/or thoughts that come out of the small groups (e.g. Have a list of all the groups you met with and a summary of the recommendations from each. That way you have documentation of what came up in each one, and it is easier to demonstrate the process).
- When you use large group meetings, provide a mix of different ways for people to engage, such as the hand-held voting devices, written comments that you collect, small groups, etc. It is typical, both because of structure and process, for large group discussions to lead to the participation of fewer voices. Another approach is to use dyads where people "interview" each other, and then report on what their partner shared. Sometimes people are more comfortable sharing other people's information.
- Use trusted advocates/outreach and engagement liaisons to collect information from communities that you know are typically underrepresented in public processes. Again, sharing and reporting that information in a transparent way allows you to share it with

others. For communities that have concerns about documentation status and interaction with government in general, this can be a particularly useful strategy.

Here are a few examples of good resources for community engagement:

- The City of Seattle Inclusive Outreach and Public Engagement Guide
- The City of Portland's Public Engagement Guide

You should be able to answer the following questions about community engagement and involving stakeholders:

1. Who are the most affected community members who are concerned with or have experience related to this proposal? How have you involved these community members in the development of this proposal?
2. What has your engagement process told you about the burdens or benefits for different groups?
3. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?

STEP #4

Who benefits from or will be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?

Based on your data and stakeholder input, you should step back and assess your proposal and think about complementary strategies that will help to advance racial equity.

Governmental decisions are often complex and nuanced with both intended and unintended impacts. For example, when cities and counties face the necessity of making budget cuts due to revenue shortfalls, the goal is to balance the budget and the unintended consequence is that people and communities suffer the consequences of cut programs. In a situation like this, it is important to explicitly consider the unintended consequences so that impacts can be mitigated to the maximum extent possible.

We often tend to view policies, programs, or practices in isolation. Because racial inequities are perpetuated through systems and structures, it is important to also think about complementary approaches that will provide additional leverage to maximize the impact on racial inequity in the community. Expanding your proposal to integrate policy and program strategies and broad partnerships will help to increase the likelihood of community impact. Here are some examples:

- Many excellent programs have been developed or are being supported through health programs and social services. Good programs and services should continue to be supported, however, programs will never be sufficient to ultimately achieve racial equity in the community. If you are working on a program, think about policy and practice changes that can decrease the need for programs.
- Many jurisdictions have passed "Ban-the-Box" legislation, putting limitations on the use of criminal background checks in employment and/or housing decisions. While this is a policy that is designed to increase the likelihood of success for people coming out of incarceration, it is not a singular solution to racial inequities in the criminal justice system. To advance racial equity in the criminal justice system, we need comprehensive strategies that build upon good programs, policies, and partnerships.

You should be able to answer the following questions about strategies to advance racial equity:

1. Given what you have learned from the data and stakeholder involvement, how will the

proposal increase or decrease racial equity? Who would benefit from or be burdened by your proposal?

2. What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?
3. Are there complementary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change?
4. Are the impacts aligned with the your community outcomes defined in Step #1?

STEP #5

What is your plan for implementation?

Now that you know what the unintended consequences, benefits, and impacts of the proposal and have developed strategies to mitigate unintended consequences or expand impact, it is important to focus on thoughtful implementation.

You should be able to answer the following about implementation:

1. Describe your plan for implementation.
2. Is your plan:
    - realistic?
    - adequately funded?
    - adequately resourced with personnel?;
    - adequately resourced with mechanisms to ensure successful implementation and enforcement?
    - adequately resourced to ensure on-going data collection, public reporting, and community engagement?

If the answer to any of these questions is no, what resources or actions are needed?

STEP #6

How will you ensure accountability, communicate, and evaluate results?

Just as data was critical in analyzing potential impacts of the program or policy, data will be important in seeing whether the program or policy has worked. Developing mechanisms for collecting data and evaluating progress will help measure whether racial equity is being advanced.

Accountability entails putting processes, policies, and leadership in place to ensure that program plans, evaluation recommendations, and actions leading to the identification and elimination of root causes of inequities are actually implemented.

How you communicate about your racial equity proposal is also important for your success. Poor communication about race can trigger implicit bias or perpetuate stereotypes, often times unintentionally. Use a communications tool, such as the Center for Social Inclusion's Talking About Race Right Toolkit to develop messages and a communications strategy.

Racial equity tools should be used on an ongoing basis. Using a racial equity tool at different phases of a project will allow now opportunities for advancing racial equity to be identified and implemented. Evaluating results means that you will be able to make any adjustments to maximize impact.

You should be able to answer the following questions about accountability and implementation:

1. How will impacts be documented and evaluated? Are you achieving the anticipated outcomes? Are you having impact in the community?
2. What are your messages and communication strategies that are will help advance racial equity?
3. How will you continue to partner and deepen relationships with communities to make sure your work to advance racial equity is working and sustainable for the long haul?

VI. What if you don't have enough time?

The reality of working in government is that there are often unanticipated priorities that are sometimes inserted on a fast track. While it is often tempting to say that there is insufficient time to do a full and complete application of a racial equity tool, it is important to acknowledge that even with a short time frame, asking a few questions relating to racial equity can have a meaningful impact. We suggest that the following questions should be answered for "quick turn around" decisions:

- What are the racial equity impacts of this particular decision?
- Who will benefit from or be burdened by the particular decision?
- Are there strategies to mitigate the unintended consequences?

VII. How can you address barriers to successful implementation?

You may have heard the phrase, "the system is perfectly designed to get the outcomes it does." For us to get to racially equitable outcomes, we need to work at the institutional and structural levels. As a part of institutions and systems, it is often a challenge to re-design systems, let alone our own individual jobs. One of the biggest challenges is often a skills gap. Use of a racial equity tool requires skill and competency, so it will be important for jurisdictions to provide training, mentoring, and support for managers and staff who are using the tool. GARE has a training curriculum that supports this Toolkit, as well as a "train-the-trainer" program to increase the capacity of racial equity advocates using the Toolkit.

Other barriers to implementation that some jurisdictions have experienced include:

- a lack of support from leadership;
- a tool being used in isolation;
- a lack of support for implementing changes; and,
- perfection (which can be the enemy of good).

Strategies for addressing these barriers include:

- building the capacity of racial equity teams. Training is not just to cultivate skills for individual employees, but is also to build the skill of teams to create support for group implementation and to create a learning culture;
- systematizing the use of the Racial Equity Tool. If the Racial Equity Tool is integrated into routine operations, such as budget proposal forms or policy briefing forms, then management and staff will know that it is an important priority;
- recognizing complexity. In most cases, public policy decisions are complex, and there are numerous pros, cons and trade-offs to be considered. When the Racial Equity Tool is used on an iterative basis, complex nuances can be addressed over time; and,

- maintaining accountability. Build the expectation that managers and directors routinely use the Racial Equity Tool into job descriptions or performance agreements.

Institutionalizing use of a racial equity tool provides the opportunity to develop thoughtful, realistic strategies and timelines that advance racial equity and help to build long-term commitment and momentum.

VIII. How does use of a racial equity tool fit with other racial equity strategies?

Using a racial equity tool is an important step to operationalizing equity. However, it is not sufficient by itself. We must have a much broader vision of the transformation of government in order to advance racial equity. To transform government, we must normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

GARE is seeing more and more jurisdictions that are making a commitment to achieving racial equity, by focusing on the power and influence of their own institutions, and working in partnership across sectors and with the community to maximize impact. We urge you to join with others on this work. If you are interested in using a racial equity tool and/or joining local and regional government from across the country to advance racial equity, please let us know.

APPENDICES

APPENDIX A

Glossary of Frequently Used Terms

Bias
Prejudice toward one group and its members relative to another group.

Community Indicator
The means by which we can measure socioeconomic conditions in the community. All community indicators should be disaggregated by race, if possible.

Contracting Equity
Investments in contracting, consulting, and procurement should benefit the communities a jurisdiction serves, proportionate to the jurisdictions demographics.

Equity Result
The condition we aim to achieve in the community.

Explicit Bias
Biases that people are aware of and that operate consciously. They are expressed directly.

Implicit Bias
Biases people are usually unaware of and that operate at the subconscious level. Implicit bias is usually expressed indirectly.

Individual Racism
Pre-judgment, bias, or discrimination based on race by an individual.

Institutional Racism
Policies, practices, and procedures that work better for white people than for people of color, often unintentionally.

Performance Measure
Performance measures are at the county, department, or program level. Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. Performance measures respond to three different levels: 1) Quantity—how much did we do?; 2) Quality—how well did we do it?; and 3) Is anyone better off? A mix of these types of performance measures is contained within the recommendations.

Racial Equity
Race can no longer be used to predict life outcomes and outcomes for all groups are improved.

Racial Inequity
Race can be used to predict life outcomes, e.g., disproportionality in education (high school graduation rates), jobs (unemployment rate), criminal justice (arrest and incarceration rates), etc.

Structural Racism
A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

Workforce Equity
The workforce of a jurisdiction reflects the diversity of its residents, including across the breadth (functions and departments) and depth (hierarchy) of government.

APPENDIX B

City of Seattle Racial Equity Toolkit

On the following pages you will find an excerpt of the racial equity tool used by the City of Seattle as an example of what such tools can look like in practice. As discussed in Section 3 of the Resource Guide, the Seattle City Council passed an ordinance in 2009 that directed all City departments to use the Racial Equity Toolkit, including in all budget proposals made to the Budget Office. This directive was reaffirmed by an executive order of Mayor Ed Murray in 2014.

The Racial Equity Tool is an analysis applied to City of Seattle's policies, programs, and budget decisions. The City of Seattle has been applying the Racial Equity Toolkit for many years but as the City's Race and Social Justice Initiative (RSJI) becomes increasingly operationalized, the expectation and accountabilities relating to its use are increasing. In 2015, Mayor Murray required departments to carry out four uses of the toolkit annually. This will also become a part of performance measures for department heads.

APPENDIX B: CITY OF SEATTLE RACIAL EQUITY TOOLKIT

RACE & SOCIAL JUSTICE INITIATIVE

Racial Equity Toolkit

to Assess Policies, Initiatives, Programs, and Budget Issues

The vision of the Seattle Race and Social Justice Initiative is to eliminate racial inequity in the community. To do this requires ending individual racism, institutional racism and structural racism. The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

When Do I Use This Toolkit?

Early. Apply the toolkit early for alignment with departmental racial equity goals and desired outcomes.

How Do I Use This Toolkit?

With Inclusion. The analysis should be completed by people with different racial perspectives.

Step by step. The Racial Equity Analysis is made up of six steps from beginning to completion:

Step 1. Set Outcomes.
Leadership communicates key community outcomes for racial equity to guide analysis.

Step 2. Involve Stakeholders + Analyze Data.
Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

Step 3. Determine Benefit and/or Burden.
Analyze issue for impacts and alignment with racial equity outcomes.

Step 4. Advance Opportunity or Minimize Harm.
Develop strategies to create greater racial equity or minimize unintended consequences.

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.
Track impacts on communities of color overtime. Continue to communicate with and involve stakeholders. Document unresolved issues.

Step 6. Report Back.
Share information learned from analysis and unresolved issue with Department Leadership and Change Team.

Racial Equity Toolkit Assessment Worksheet

Title of policy, initiative, program, budget issue: _____

Description: _____

Department: _____ **Contact:** _____

☐**Policy** ☐**Initiative** ☐**Program** ☐**Budget Issue**

Step 1. Set Outcomes.

1a. What does your department define as the most important racially equitable community outcomes related to the issue? *(Response should be completed by department leadership in consultation with RSJI Executive Sponsor, Change Team Leads and Change Team. Resources on p.4)*

1b. Which racial equity opportunity area(s) will the issue primarily impact?

☐**Education**
☐**Community Development**
☐**Health**
☐**Environment**
☐**Criminal Justice**
☐**Jobs**
☐**Housing**

1c. Are there impacts on:

☐Contracting Equity
☐Workforce Equity
☐Immigrant and Refugee Access to Services
☐Inclusive Outreach and Public Engagement

Please describe:

Step 2. Involve stakeholders. Analyze data.

2a. Are there impacts on geographic areas? ☐Yes ☐No
Check all neighborhoods that apply *(see map on p.5)*:

☐All Seattle neighborhoods
☐Ballard
☐North
☐NE
☐Central
☐Lake Union
☐Southwest
☐Southeast
☐Delridge
☐Greater Duwamish
☐East District
☐King County (outside Seattle)
☐Outside King County
Please describe:

2b. What are the racial demographics of those living in the area or impacted by the issue?
(See Stakeholder and Data Resources p. 5 and 6)

2c. How have you involved community members and stakeholders? *(See p.5 for questions to ask community/staff at this point in the process to ensure their concerns and expertise are part of analysis.)*

APPENDIX B: CITY OF SEATTLE RACIAL EQUITY TOOLKIT

2d. What does data and your conversations with stakeholders tell you about existing racial inequities that influence people's lives and should be taken into consideration? *(See Data Resources on p.6. King County Opportunity Maps are good resource for information based on geography, race, and income.)*

2e. What are the root causes or factors creating these racial inequities?
Examples: Bias in process; Lack of access or barriers; Lack of racially inclusive engagement

Step 3. Determine Benefit and/or Burden.

Given what you have learned from data and from stakeholder involvement…

3. How will the policy, initiative, program, or budget issue increase or decrease racial equity? What are potential unintended consequences? What benefits may result? Are the impacts aligned with your department's community outcomes that were defined in Step I.?

Step 4. Advance Opportunity or Minimize Harm.

4. How will you address the impacts (including unintended consequences) on racial equity? What strategies address immediate impacts? What strategies address root causes of inequity listed in Q.6? How will you partner with stakeholders for long-term positive change? If impacts are not aligned with desired community outcomes, how will you re-align your work?

Program Strategies? _____

Policy Strategies? _____

Partnership Strategies? _____

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.

5a. How will you evaluate and be accountable? How will you evaluate and report impacts on racial equity over time? What is your goal and timeline for eliminating racial inequity? How will you retain stakeholder participation and ensure internal and public accountability? How will you raise awareness about racial inequity related to this issue?

5b. What is unresolved? What resources/partnerships do you still need to make changes?

Step 6. Report Back.

Share analysis and report responses from Q.5a. and Q.5b. with Department Leadership and Change Team Leads and members involved in Step 1.

Creating Effective Community Outcomes

Outcome = the result that you seek to achieve through your actions.

***Racially equitable* community outcomes = the specific result you are seeking to achieve that advances racial equity in the community.**

When creating outcomes think about:

- What are the greatest opportunities for creating change in the next year?
- What strengths does the department have that it can build on?
- What challenges, if met, will help move the department closer to racial equity goals?

Keep in mind that the City is committed to creating racial equity in seven key opportunity areas: **Education, Community Development, Health, Criminal Justice, Jobs, Housing, and the Environment.**

Examples of community outcomes that increase racial equity:

OUTCOME	OPPORTUNITY AREA
Increase transit and pedestrian mobility options in communities of color.	Community Development
Decrease racial disparity in the unemployment rate.	Jobs
Ensure greater access to technology by communities of color.	Community Development, Education, Jobs
Improve access to community center programs for immigrants, refugees and communities of color.	Health, Community Development
Communities of color are represented in the City's outreach activities.	Education, Community Development, Health, Jobs, Housing, Criminal Justice, Environment
The racial diversity of the Seattle community is reflected in the City's workforce across positions.	Jobs
Access to City contracts for Minority Business Enterprises is increased.	Jobs
Decrease racial disparity in high school graduation rates	Education

Additional Resources:

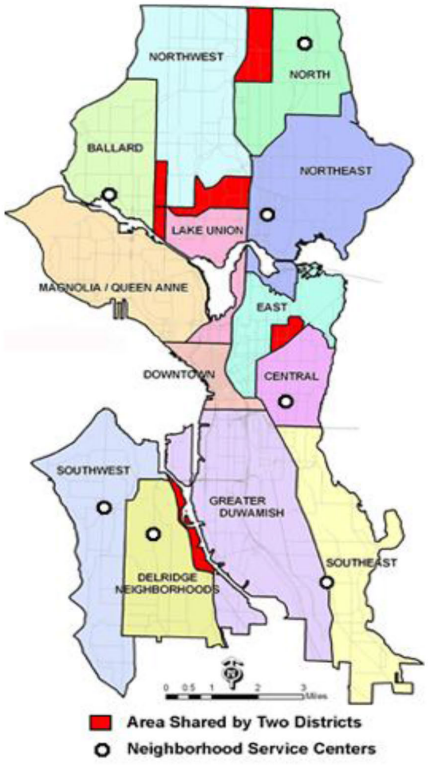
- **RSJI Departmental Work Plan:** http://inweb/rsji/departments.htm
- **Department Performance Expectations:** http://web1.seattle.gov/DPETS/DPETSWEbHome.aspx
- **Mayoral Initiatives:** http://www.seattle.gov/mayor/issues/

4

Identifying Stakeholders + Listening to Communities of Color

Identify Stakeholders

Find out who are the **stakeholders** most affected by, concerned with, or have experience relating to the policy, program or initiative? Identify racial demographics of neighborhood or those impacted by issue. *(See District Profiles in the Inclusive Outreach and Public Engagement Guide or refer to U.S. Census information on p.7)*



Once you have indentified your stakeholders ….

Involve them in the issue.
Describe how historically underrepresented community stakeholders can take a leadership role in this policy, program, initiative or budget issue.

Listen to the community. Ask:
1. What do we need to know about this issue? How will the policy, program, initiative or budget issue burden or benefit the community? *(concerns, facts, potential impacts)*

2. What factors produce or perpetuate racial inequity related to this issue?

3. What are ways to minimize any negative impacts (harm to communities of color, increased racial disparities, etc) that may result? What opportunities exist for increasing racial equity?

Tip: Gather Community Input Through…

- Community meetings
- Focus groups
- Consulting with City commissions and advisory boards
- Consulting with Change Team

Examples of what this step looks like in practice:

- A reduction of hours at a community center includes conversations with those who use the community center as well as staff who work there.
- Before implementing a new penalty fee, people from the demographic most represented in those fined are surveyed to learn the best ways to minimize negative impacts.

For resources on how to engage stakeholders in your work see the **Inclusive Outreach and Public Engagement Guide:** http://inweb1/neighborhoods/outreachguide/

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APPENDIX C

Racial Equity Tool Worksheet

Step #1
What is your proposal and the desired results and outcomes?

1. Describe the policy, program, practice, or budget decision (for the sake of brevity, we refer to this as a "proposal" in the remainder of these steps)
2. What are the intended results (in the community) and outcomes (within your own organization)?
3. What does this proposal have an ability to impact?

Children and youth	Health
Community engagement	Housing
Contracting equity	Human services
Criminal justice	Jobs
Economic development	Parks and recreation
Education	Planning / development
Environment	Transportation
Food access and affordability	Utilities
Government practices	Workforce equity
Other _____	

Step #2
What's the data? What does the data tell us?

1. Will the proposal have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area?
2. What does population level data, including quantitative and qualitative data, tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?
3. What performance level data do you have available for your proposal? This should include data associated with existing programs or policies.
4. Are there data gaps? What additional data would be helpful in analyzing the proposal? If so, how can you obtain better data?

Step #3

How have communities been engaged? Are there opportunities to expand engagement?

1. Who are the most affected community members who are concerned with or have experience related to this proposal? How have you involved these community members in the development of this proposal?
2. What has your engagement process told you about the burdens or benefits for different groups?
3. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?

Step #4

What are your strategies for advancing racial equity?

1. Given what you have learned from research and stakeholder involvement, how will the proposal increase or decrease racial equity? Who would benefit from or be burdened by your proposal?
2. What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?
3. Are there complementary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change?
4. Are the impacts aligned with your community outcomes defined in Step #1?

Step #5

What is your plan for implementation?

1. Describe your plan for implementation.
2. Is your plan:

    Realistic?

    Adequately funded?

    Adequately resourced with personnel?

    Adequately resources with mechanisms to ensure successful implementation and enforcement?

    Adequately resourced to ensure on-going data collection, public reporting, and community engagement?

If the answer to any of these questions is no, what resources or actions are needed?

Step #6
How will you ensure accountability, communicate, and evaluate results?

1. How will impacts be documented and evaluated? Are you achieving the anticipated outcomes? Are you having impact in the community?
2. What are your messages and communication strategies that are will help advance racial equity?
3. How will you continue to partner and deepen relationships with communities to make sure your work to advance racial equity is working and sustainable for the long-haul?

APPENDIX D

Applications of a Racial Equity Tool in Madison, WI

Agency/ Organization	Project	Tool(s) Used	Purpose & Outcomes (if applicable)
Clerk's Office	2015–2016 work plan	Equity & Empowerment Lens (Mult. Co.)	Adopted new mission, vision, work plan, and evaluation plan with racial equity goals
Streets Division	Analysis of neighborhood trash pickup	RESJI analysis (comprehensive)	Recommendations to adjust large item pickup schedule based on neighborhood & seasonal needs
Madison Out of School Time (MOST) Coalition	Strategic planning	RESJI analysis (fast-track)	Adopted strategic directions, including target populations, informed by racial equity analysis
Public Health Madison & Dane County	Dog breeding & licensing ordinance	RESJI analysis (comprehensive)	Accepted recommendation to table initial legislation & develop better policy through more inclusive outreach; updated policy adopted
Fire Department	Planning for new fire station	RESJI analysis (comprehensive)	Recommendations for advancing racial equity and inclusive community engagement; development scheduled for 2016–2017
Metro Transit	Succession planning for management hires	RESJI equitable hiring checklist	First woman of color promoted to Metro management position in over 20 years
Human Resources Department	2015 & 2016 work plans	RESJI analysis (fast-track & comprehensive)	2015 plan reflects staff input; 2016 work plan to include stakeholder input (est. 10/15)
Human Resources Department	City hiring process	RESJI analysis (comprehensive)	Human Resources 2015 racial equity report: http://racialequityalliance.org/2015/08/14/the-city-of-madisons-2015-human-resources-equity-report-advancing-racial-equity-in-the-city-workforce/
Economic Development Division	Public Market District project	RESJI analysis (comprehensive)	10 recommendations proposed to Local Food Committee for incorporation into larger plan
Public Health Madison & Dane County	Strategic planning	RESJI analysis (fast-track)	Incorporation of staff & stakeholder input, racial equity priorities, to guide goals & objectives (est. 11/15)

Agency/ Organization	Project	Tool(s) Used	Purpose & Outcomes (if applicable)
Planning, Community & Econ. Devel. Dept.	Judge Doyle Square development (public/private, TIF-funded)	RESJI analysis (fast-track); ongoing consultation	Highlight opportunities for advancement of racial equity; identify potential impacts & unintended consequences; document public-private development for lessons learned and best practices
Parks Division	Planning for accessible playground	TBD	Ensure full consideration of decisions as informed by community stakeholders, with a focus on communities of color and traditionally marginalized communities, including people with disabilities.
Fire Department	Updates to promotional processes	TBD	Offer fair and equitable opportunities for advancement (specifically Apparatus Engineer promotions)



haas institute
FOR A FAIR AND INCLUSIVE SOCIETY

The Haas Institute for a Fair and Inclusive Society at the University of California, Berkeley brings together researchers, community stakeholders, policymakers, and communicators to identify and challenge the barriers to an inclusive, just, and sustainable society and create transformative change. The Institute serves as a national hub of a vibrant network of researchers and community partners and takes a leadership role in translating, communicating, and facilitating research, policy, and strategic engagement. The Haas Institute advances research and policy related to marginalized people while essentially touching all who benefit from a truly diverse, fair, and inclusive society.

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CENTER FOR SOCIAL INCLUSION

The Center for Social Inclusion's mission is to catalyze grassroots community, government, and other institutions to dismantle structural racial inequity. We apply strategies and tools to transform our nation's policies, practices, and institutional culture in order to ensure equitable outcomes for all. As a national policy strategy organization, CSI works with community advocates, government, local experts, and national leaders to build shared analysis, create policy strategies that engage and build multi-generational, multi-sectoral, and multi-racial alliances, and craft strong communication narratives on how to talk about race effectively in order to shift public discourse to one of equity.

CENTERFORSOCIALINCLUSION.ORG / 212.248.2785

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APPENDIX C
HISTORICAL TIMELINES



CITY OF Tigard

Oregon & Tigard Historical Timelines

The following section includes two timelines:
1. Oregon Exclusion Laws and Other Racist Legislation
2. Historical Development of Tigard, Oregon
Our Story will follow the timelines.

Oregon Exclusion Laws and Other Racist Legislation Timeline

Information compiled from various sources. See footnotes or references.

1787

The Northwest Ordinance of 1787 met to settle the slavery issue and forbade slavery in the states to be carved out for the northern Territory located north of the Ohio River.

1843

Provisional government adopted the Organic Code in 1843, which prohibited slavery and restricted voting rights to free male descendants of White men 21 years of age or older.

1844

An exclusion law was passed on June 26, 1844, an anti-slavery law that passed in 1843 and required all Blacks and Mulattoes to leave the Oregon Territory in three years.

1847

An estimated 4,000 emigrants reached Oregon Country by wagon train.

1849

On September 21, 1849, an exclusion law was passed.

1850

The 1850 Donation Land Claim Act, signed into law by Congress on September 27, 1850, titled lands stolen from the Indigenous people to "every White settler, American half breed Indians included," and eligible offspring of early White resettlers and their Native wives.

1851

Jacbo Vanderpool was removed from the Oregon Terriorty based on the 1849 exclusion law.

A group of abolitionists from Indiana settled in Washington County, including William and Henry Hicklin, Z.S. Bryant, William Baxter, Augustus Fanno, and Thomas Denny. They ran a minority slate of candidates in Beaverton and voted against slavery and, unlike the rest of the county, favored the rights for free blacks to settle in Oregon.

1855

In July 1855, the Hicklins and William Baxter of Beaverton attended the first Free-Soil Convention held in the Territory.

1857

Oregon residents voted against slavery but favored excluding "free Negroes" from the state. The exclusion law was included in the Oregon Constitution's Bill of Rights. It remained as part of the Constitution long after nullification by the Civil War amendments to the federal Constitution. The exclusion clause was not repealed until 1926.

1862

Oregon Legislature enacted an annual Poll Tax of five dollars to be paid by "every Negro, Chinaman, Hawaiian, and Mulatto" residing within the limits of this state. This bill was accidentally repealed in 1856, but further attempts to revive it in 1866 failed.

Interracial marriage is prohibited in Oregon between white and person one-fourth or more Negro blood. Oregon was the last West Coast state to repeal its anti-miscegenation laws in 1951.

Oregon & Tigard Historical Timelines

1887

Chinese Massacre at Deep Creek occurred on the Oregon side of the Snake River in Hells Canyon. As many as 34 Chinese gold miners were ambushed and murdered by a gang of horse thieves and schoolboys from Wallowa County. Although six were indicted for murder, three fled and were never caught, and no one was punished for the crime.

1924

Immigration act of 1924, or Johnson-Reed Act, including the Asian Exclusion Act and National Origins Act enacted May 26, 1924, was a United States federal law that prevented immigration from Asia and set quotas on the number of immigrants from the Eastern Hemisphere. Additionally, the act authorized the formation of the U.S. Border Patrol.

1926

Black Exclusion Laws repealed.

1927

Oregon State Constitution was finally amended to remove a clause denying Blacks the right to vote and eliminating restrictions that discriminated against Blacks and Chinese.

1942

Executive Order 9066 authorized removing "any or all person" from Military Area 1, where 85 percent of all Japanese Americans in the continental United States lived. On average, incarcerees were imprisoned in so-called "Assembly Centers" for three months before being transferred to concentration camps throughout the United States and Canada. On average, Japanese Americans were imprisoned for three years. Approximately 110,000 persons of Japanese Ancestry were uprooted from their homes.[8] The Hasuike, Sunamota and Hayashi families of farmers who lived along Beef Bend Road were forced to evacuate the area.

1948

Kaiserville, later Vanport due to its location between Vancouver and Portland, was the most significant WWII federal housing project in the United States. On May 30, 1948, at 4:05 pm, Vanport was destroyed when a 200-foot (60 m) section of a railroad berm holding back the Columbia River collapsed, causing a flood, killing 15 people, and leaving 17,500 people homeless.

1949

Fair Employment Act empowered the State Labor Bureau to prevent discrimination in employment.

1951

California Supreme Court ruled bans on interracial marriage unconstitutional in 1948. The laws prohibiting interracial marriages were banned in Oregon in 1951. The U.S. Supreme Court ruled prohibiting interracial marriages unconstitutional in 1967.

1953

On April 13, 1953, the Oregon Legislature approved a state public accommodation law, giving everyone the right to full and equal accommodations, advantages, facilities, and privileges of any place of public housing, without any distinction, discrimination, or restriction on account of race, color, religion, national origin, disability, marital status or age (above 18) and making it illegal to ban Black people from public places. Such a bill had been introduced in 17 legislative sessions beginning in 1919.

1959

Oregon voters ratified the 15th Amendment of the Constitution of the United States, which provided that no government may prevent a citizen from voting based on that citizen's "race, color, or previous conditions of servitude" (slavery).

[8] Densho Digital Repository_Ask a Historian,

Oregon & Tigard Historical Timelines

Historical Development of Tigard, Oregon

Information compiled from various sources. See footnote or reference.

1847

Earliest land grant was issued in the Tigard area, first called East Butte, the original name of Tigard.

1852

Wilson McClendon Tigard settled in the area known as East Butte. He bought a portion of 320 acres, including a small cabin owned by Mr. Matthew.[9]

1853

The next Butte School building was located on land donated by George Richardson, near the intersection of present-day Main Street and Scoffins.

1855

Washington County established the Butte election precinct, and the name came to identify the region. Washington County later divided the Butte precinct into east and west precincts in 1876, and Butte became known as East Butte.

1856

Wilson Tigard joined the local abolitionist and ran on a ticket for an entire slate of independent candidates standing in the Butte precincts. All but Wilson Tigard were part of the Jenning County, Indiana network who settled in Beaverton and lived within two miles of each other.

1896

East Butte School, District No. 23 J.T. was constructed in 1896.[10]

1898

Shinzo Hasuike emigrated from Hiroshima, Japan, to Tigardville in 1898.[11] Shinzo was followed by his brothers, Torazo and Ryozo Hasuike. Together the brothers purchased 40 acres on both sides of Beef Bend Road and raised blackberries, raspberries, strawberries, potatoes, and cucumbers for the market.

1917

Taylors Ferry Road became part of Oregon's first Highway system, was renamed West Side Pacific Highway and became the first graded road from Tigard to Portland.

1921

The Federal Highway Act of 1921 co-designated the West Side Pacific Highway as U.S. Highway 99W.

1924

First newspaper, Tigard Sentinel established on August 1, 1924. Now known as The Tigard Times, which represents other local cities Sherwood, Tualatin, and Beaverton.

1926

S.P. & S. railroad established a line 1926 from Tigard to Portland.

1927

Tigard Union High School opened to a student body of 188 and became Fowler Middle School in 1953.

[9] The town was initially called East Butte. Per Charles F. Tigard's request, East Butte was renamed Tigardville in 1886. Later, when the S.P. & Union railroad came through, it was shortened to Tigard in 1907 because there was already a "Ville" (Wilsonville) on the route.

[10] Another school possibly built before East Butte School was Bend School which educated children from surrounding farms. In the late 18 century or early 19th century, a one-room school with eight desks was built on 150th and Beef Bend Road. When the school building burned down, it was moved to 147th and Beef Bend Road and renamed South Bend.

[11] Barbara Bennet Peterson, Ph.D. Images of America: Tigard Arcadia Publishing: Charleston, South Carolina, 2013, p.80.

Oregon & Tigard Historical Timelines

1942

From May 2 to September 10, 1942, over 110,000 Japanese evacuees from the West Coast were incarcerated at the Pacific International Exposition Pavilion Assembly Center. Portland Port of Embarkation was the agency operating site post. Two Tigard farming families, Hasuike and Hayashi, were among the Oregon Japanese families that voluntarily left Military Area 1 and relocated to Ontario, Oregon.

1961

In 1958, the voters rejected two attempts to incorporate the region. Tigard Chamber of Commerce revived the idea of incorporation, and in September 1961, the voters approved incorporation by 19 votes. Elton Phillips, chairman of the Chamber of Commerce industrial committee, was elected the first mayor of the City of Tigard and took office in November 1961.

1994

The City was the respondent in (and eventual loser of) the landmark property rights case, Dolan v. City of Tigard, decided by the United States Supreme Court in 1994. The case established the “rough proportionality” test that is now applied throughout the United States when a local government evaluates a land use application and determines the exactions required of the recipient of a land use approval.

2004

The City of Tigard proposed to annex the unincorporated suburbs on Bull Mountain, a hill to the west of Tigard but the annexation measure failed. In a double majority voting method, 64.71 % of city voters favored the annexation, but 88.6% of unincorporated voters rejected the annexation. In 2017, “Unincorporated Islands” annexation applications were approved and brought into the city limits.



CITY OF
Tigard

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AIS-5317 **8.**

Business Meeting

Meeting Date: 09/12/2023

Length (in minutes): 40 Minutes

Agenda Title: City Council Goals Update

Authored By: Nicole Hendrix

Presented By: City Manager Steve Rymer, ACM Emily Tritsch, ACM Kathy Nyland, Chief Kathy McAlpine, Program Manager Kim Ezell, CD Director Kenny Asher

Item Type:

Public Hearing
Legal Ad Required?:

Publication Date:

Information

EXPLANATION OF ISSUE

The City Council and Leadership Team identified City Council goals and strategies for 2023-2025 building on the work and success of previous years, while also addressing new challenges and emerging community needs. The City Council Goals established for 2023-2025 are Reduce Houselessness, Address Climate Change, Modernize & Improve City Services, and Enhance Community Safety.

City teammates will provide the City Council with their first high-level update on the 2023-2025 City Council goals and strategies since their adoption. These updates will be provided by the Council Goal team leads and include a status update on strategies, accomplishments, and opportunities. Separate from this high-level briefing, Council Goal leads will present more in depth updates to City Council throughout the year.

ACTION REQUESTED

- Receive briefing on the 2023-2025 Council Goals.
- Offer questions and guidance based on briefing.

BACKGROUND INFORMATION

Dates of Previous and Potential Future Considerations

City Council will receive quarterly high-level updates on all Council Goals. Additionally, more detailed, goal-specific, presentations will come before City Council throughout the year.

Public Involvement

Each Goal has various efforts underway to engage, inform, and connect with community on these issues. Those specific efforts will be highlighted during the team presentation.

Impacts (Community, Budget, Policies and Plans/Strategic Connection)

Council Goal updates show progress and opportunity for the City Council Goals and Community Promise. The goals help work toward our Strategic Plan vision to be, "an equitable community that is walkable, healthy, and accessible for everyone".

ALTERNATIVES & RECOMMENDATION

The Tigard team recommends City Council receive briefing and provide any guidance or questions in response.

ADDITIONAL RESOURCES

Attachments

City Council Goals PowerPoint



City Council Goals 2023-2025 Progress Report #1

September 15, 2023

City Council

Tigard: An equitable community that is walkable, healthy, and accessible for everyone.

CITY OF Tigard

Council Action

- Receive high level briefing on 2023-2025 Council Goals.
- More detailed briefings will be provided throughout the year.
- Offer questions and guidance based on briefing.





Visuals by Sara Singer Wilson

Reduce Houselessness

Outcomes

- Available transitional housing
- Wrap around services secured through partners
- City support to the business community to offset impacts

Strategies	Status
1.1 Create transitional housing + secure wraparound services	In Progress
1.2 Adopt a time, place + manner ordinance	Complete
1.3 Create grant programs to support businesses	In Progress
1.4 Secure ongoing state funding	In Progress
1.5 Provide Council with options for tenant protections	In Progress

Reduce Houselessness

Key Accomplishments

- $1M grant to Family Promise of Tualatin Valley to purchase the former Quality Inn
- Time, Place, Manner ordinance enacted
- Established 24-hour access to restrooms on City property
- Tigard Business Sustainability Fund concept developed with Tigard Chamber of Commerce

Opportunities

- Site Safe Lots in Tigard
- Refining Time, Place, Manner ordinance
- Expand services for our houseless community members
- Implement tenant protections & policies designed to prevent houselessness
- Finalize agreement with Tigard Chamber of Commerce for the Tigard Business Sustainability Fund

Address Climate Change

Outcomes

- Reduce the City's carbon emissions
- Center climate in the Council's decision-making
- Develop a shared understanding of climate policy options with the City Council

Strategies	Status
2.1 Prioritize carbon responsibility in the City of Tigard operations, projects, and policies	In Progress
2.2 Build understanding on the City's climate work and how the organization is supporting it	In Progress
2.3 Provide incentives for the community to transition to more climate friendly choices	Not Started
2.4 Develop educational materials to build awareness and support homeowners / renters in reducing their carbon emissions	In Progress

Address Climate Change

Key Accomplishments

- Policy paper submitted through the Zero Coalition linking housing production to carbon-responsible development practices
- Application submitted to the Department of Energy for Conservation Block Grant funding for climate and community planning for River Terrace 2.0
- Webpage and visual materials created to celebrate efficient buildings and living in Tigard
- Credit verifications submitted for SolSmart "Silver" designation

Opportunities

- Update on Tigard's baseline emissions
- Internal citywide working group to focus on internal operations

Modernize & Improve City Services

Outcomes

- Total Tyler ERP modules implemented according to assessment recommendations
- Facility modernization project is at the design and construction phases

Strategies	Status
3.1 Appropriate the necessary teammate and financial resources for the Tyler ERP	In progress
3.2 Acquire land for safe and modern public facilities	In progress
3.3 Secure funding for facilities	Bond/Levy TBD
3.4 Conduct an education/awareness campaign to build understanding and gauge levels of community support	In progress

Modernize & Improve City Services: Tyler

Key Accomplishments

- Implemented many of the recommendations from the VIE assessment conducted earlier this year.
- Brought on a Tyler Project Director, Clarence Clark from Data Climb. Additional capacity for HR and UB will start in September.
- Tyler trainings underway!

Opportunities

- Munis (Finance) Go Live date is October 2!
- Tyler briefing scheduled for City Council on September 26.

Modernize & Improve City Services: Facilities

Key Accomplishments

- Evaluating multiple sites for police, public works, and city hall facilities.
- Police Open House September 30 – opportunity for community to experience police facility needs.

Opportunities

- Continue conversations with regional partners to understand potential bond and levy requests (TTSD, TVF&R, WCCLS, County).
- Secure site for new public facilities.

Enhance Community Safety & Access

Outcomes

- Improve traffic safety, provide equitable mobility options, and support climate goals
- Generate revenue to support desired public safety service levels
- Improve mobility for all in the community

Strategies	Status
4.1 Identify + secure funding to complete the Hall Boulevard jurisdictional transfer	In Progress
4.2 Pass a Public Safety levy	In Progress
4.3 Increase funding to expand connectivity + support an active, healthy, accessible community	In Progress

Enhance Community Safety & Access

Key Accomplishments

- Secured $3M for Hall improvements through state legislature
- Participated in 82 events to share information about the police services renewal levy
- Renewal levy subcommittee formed
- First poll launched
- Dedicated officer in downtown to address increased calls for service

Opportunities

- Continue conversations with region, state, and federal agencies for funding Hall Blvd improvements
- Police Open House on September 30th
- Anticipate 120 events by the end of the year for the renewal levy



Thank you

We welcome your thoughts and questions!

Tigard: An equitable community that is walkable, healthy, and accessible for everyone.

CITY OF Tigard