City *of* Tigard

Tigard Business Meeting –Agenda

TIGARD CITY COUNCIL & LOCAL CONTRACT REVIEW BOARD

MEETING DATE AND TIME:	NOVEMBER 12, 2024 - 6: 30 p.m. Business Meeting REVISED 11/12/2024 -Exec Session Cancelled
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 two minutes.
- You may comment by video through the Teams app. Go to this link to learn how to participate by video: November 12, 2024 Council Meeting (https://www.tigard-or.gov/Home/Components/Calendar/Event/7244/372).

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

Tigard Business Meeting –Agenda

TIGARD CITY COUNCIL & LOCAL CONTRACT REVIEW BOARD

MEETING DATE AND TIME: NOVEMBER 12, 2024 - 6:30 p.m. Business Meeting - REVISED 11/12/2024 - Exec. Session Cancelled

MEETING LOCATION: Hybrid - City of Tigard - Town Hall - 13125 SW Hall Blvd., Tigard, OR 97223

5:00 p.m.

1. EXECUTIVE SESSION: **CANCELLED**

6:30 p.m.

2. BUSINESS MEETING

   A. Call to Order

   B. Roll Call

   C. Pledge of Allegiance

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

3. PROCLAMATIONS AND RECOGNITION **6:35 p.m. estimated time**

   A. NATIVE AMERICAN HERITAGE MONTH

   B. HUNGER AND HOMELESSNESS AWARENESS WEEK

   C. PROCLAIM NOVEMBER 30th AS SMALL BUSINESS SATURDAY

4. PUBLIC COMMENT **6:50 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

5. CITY MANAGER REPORT **7:10 p.m. estimated time**

6. CONSENT AGENDA: (Tigard City Council) The Consent Agenda is used for routine items including approval of meeting minutes, contracts or intergovernmental agreements. Information on each item is available on the city's website in the packet for this meeting. These items may be enacted in one motion without separate discussion. Council members may request that an item be removed by motion for discussion and separate action.

A. BUDGETING SOFTWARE

- *Consent Agenda - Items Removed for Separate Discussion: Any items requested to be removed from the Consent Agenda for separate discussion will be considered immediately after the Council has voted on those items which do not need discussion.*

7. SUPPORTIVE HOUSING SERVICES ANNUAL REPORT PRESENTATION
7:15 p.m. estimated time

8. RIVER TERRACE 2.0 UPDATE - CLIMATE GOALS, HOUSING PLAN, ANNEXATION
7:45 p.m. estimated time

9. LEGISLATIVE PUBLIC HEARING: AN ORDINANCE AMENDING TIGARD MUNICIPAL CODE CHAPTER 10.28 REGARDING PERMIT PARKING **8:25 p.m. estimated time**

10. PUBLIC HEARING: CITY MANAGER RECRUITMENT HIRING STANDARDS, CRITERIA, AND POLICY DIRECTIVES **8:30 p.m. estimated time**

11.

12. NON-AGENDA ITEMS

13. 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.

14. ADJOURNMENT **8:45 p.m. estimated time**

AIS-5667 **3. A.**

Business Meeting

Meeting Date: 11/12/2024

Length (in minutes): 10 Minutes

Agenda Title: NATIVE AMERICAN HERITAGE MONTH

Authored By: Rebecca Hathaway

Presented By: Mayor Lueb

Item Type: Proclamation

Public Hearing Legal Ad Required?: No

Publication Date:

Information

EXPLANATION OF ISSUE

Mayor Lueb is being asked to issue a proclamation honoring Native American Heritage Month. The proclamation request comes from the Equity Advisory Committee (EAC) with involvement from the Confederated Tribes of the Grande Ronde for the proclamation language.

ACTION REQUESTED

The EAC is requesting that Mayor Lueb proclaim November as Native American Heritage Month in Tigard.
Dr. David G. Lewis, PhD Assistant Professor Anthropology & Ethnic Studies, OSU would like to share a few slides.

BACKGROUND INFORMATION

Dates of Previous and Potential Future Considerations

Mayor Lueb previously proclaimed November as Native American Heritage Month in 2023.

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

There is no fiscal impact, however this proclamation reinforces the City's commitment to celebrating diverse cultures and recognizing both the historical experiences and contributions of Native Americans to the Tigard community.

ALTERNATIVES & RECOMMENDATION

Mayor Lueb could choose not to issue the proclamation. Teammates recommend its issuance.

ADDITIONAL RESOURCES

https://www.nativeamericanheritagemonth.gov/

Attachments

Native American Heritage Month Proclamation

Proclamation

City *of* Tigard

NATIVE AMERICAN HERITAGE MONTH
NOVEMBER 2024

WHEREAS, the City of Tigard is dedicated to doing the right thing by ensuring dignity, respect, and inclusion for all, and our mission, vision, and community promise embrace equity as central components of all we do; and

WHEREAS, Tigard expresses its gratitude for generations of courage, determination and dignity demonstrated by Indigenous community members; and

WHEREAS, during Native American Heritage Month we celebrate the rich and diverse cultures, traditions, and histories that began with the Tualatin Kalapuya, known to themselves as the Atfalati who lived throughout the Tualatin Valley, including the location of current-day Tigard known by the village name Chachimahiyuk, meaning place of wild mint; and

WHEREAS, Native Americans have shaped generations of Tigardians and despite a long history of intolerable treatment, have prospered as teachers, doctors, scientists, advocates, writers, artists, business owners and leaders; and

WHEREAS, Tigard elected officials and teammates value Native American residents and encourage their participation in the city's work to eliminate structural racism, promote wealth creation, and achieve an equal and promising future for all who call Tigard home; and

WHEREAS, We believe the contributions of indigenous residents and their diverse backgrounds and experience are essential components for creating a thriving city. Our celebration of Native American Heritage Month in November, and year-round, is necessary to empower all residents. We hold firm that every person has inherent value and deserves to be treated with dignity and respect and will continue to strive towards this promise and commitment every day.

NOW THEREFORE BE IT RESOLVED, I, Mayor Heidi Lueb of the City of Tigard, Oregon do hereby proclaim November 2024, as

NATIVE AMERICAN HERITAGE MONTH

and encourage all residents to join in this observance and participate in events that celebrate the rich cultural traditions of our Native American community.

Dated this 12th day of November 2024

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Tigard to be affixed.

_____
Heidi Lueb, Mayor
City of Tigard

Attest:

_____
Carol A. Krager, City Recorder

AIS-5634 **3. B.**

Business Meeting

Meeting Date: 11/12/2024

Length (in minutes): 5 Minutes

Agenda Title: Proclaim Hunger & Homelessness Awareness Week

Authored By: Rebecca Hathaway

Presented By: Mayor Heidi Lueb

Item Type: Proclamation

Public Hearing Legal Ad Required?: No

Publication Date:

Information

EXPLANATION OF ISSUE

Many Americans are forced to choose between basic necessities like purchasing food, paying rent, or going to the doctor.. No one should have to worry about whether they will have food on their plate or a roof over their head. But the reality is that hunger and homelessness are widespread problems that affect far too many people in our community.

- 37.2 million Americans live below the poverty level
- 580,000 Americans are homeless on a typical night
- 44 million Americans are at risk of suffering from hunger
- 1 in 6 children in the U.S. live in poverty

ACTION REQUESTED

Proclaim November 17-23 as Hunger & Homelessness Awareness Week

BACKGROUND INFORMATION

Dates of Previous and Potential Future Considerations

The Mayor has not previously proclaimed Hunger & Homelessness Awareness Week

Public Involvement

The City of Tigard has many valuable organizations that support hunger and houselessness in our community. This proclamation serves as a reminder to community members to join in the movement to combat hunger and houselessness.

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

This proclamation supports the 2023-25 Council Goal to address houselessness in the Tigard community and focus on livability. This helps to raise awareness in the community for the continued need to support local organizations that provide resources to help with hunger and houselessness.

ALTERNATIVES & RECOMMENDATION

The Mayor could choose not to issue this proclamation, but city teammates recommend its issuance to reiterate our commitment to houselessness.

ADDITIONAL RESOURCES

https://hhweek.org/hunger-and-homelessness/

Attachments

Hunger and Homelessness Awareness Week Proc

Proclamation

City *of* Tigard

NATIONAL HUNGER AND HOMELESSNESS AWARENESS WEEK
NOVEMBER 17-23, 2024

WHEREAS, for over 25 years the National Coalition for the Homeless and National Student Campaign Against Hunger and Homelessness have sponsored National Hunger and Homelessness Awareness Week; and

WHEREAS, the purpose of the proclamation is to educate the public about the many reasons people are hungry and homeless including the shortage of affordable housing in Tigard for very low-income residents; and to encourage support for homeless assistance service providers as well as community service opportunities for students and school service organizations; and

WHEREAS, there are many organizations in Tigard committed to sheltering and providing supportive services as well as meals and food supplies to people experiencing homelessness including Packed with Pride, Bethlehem House of Bread, Family Promise, and Just Compassion; and

WHEREAS, the community recognizes that hunger and homelessness continue to be a serious problem for many individuals and families in Tigard;

NOW, THEREFORE, be it resolved that I, Heidi Lueb, Mayor of Tigard, do hereby proclaim

NATIONAL HUNGER AND HOMELESSNESS AWARENESS WEEK
NOVEMBER 17-23, 2024

BE IT FURTHER RESOLVED that the City of Tigard encourages all citizens to recognize that many people do not have housing and to join the movement to end hunger and homelessness.

Dated this 12th day of November, 2024

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Tigard to be affixed.

_____

Heidi Lueb, Mayor
City of Tigard

Attest:

_____

Carol A. Krager, City Recorder

AIS-5663 **3. C.**

Business Meeting

Meeting Date: 11/12/2024

Length (in minutes): 5 Minutes

Agenda Title: Proclaim November 30th as Small Business Saturday

Authored By: Rebecca Hathaway

Presented By: Mayor Heidi Lueb

Item Type: Proclamation

Public Hearing Legal Ad Required?: No

Publication Date:

Information

EXPLANATION OF ISSUE

Small Business Saturday is an annual event that was created to encourage consumers to shop locally in person and online at small businesses. This event takes place every November and represents a significant opportunity to support small businesses during the holiday shopping season. It's more important than ever to support small businesses as they continue to recover and adapt from the challenges of the pandemic. Shopping locally shows a commitment to the communities we call home, creates goodwill, and strengthens community bonds. By choosing to support small businesses, we're not only helping to create jobs but also preserving the unique character and culture that make our neighborhoods special.

ACTION REQUESTED

Proclaim November 30, 2024 as Small Business Saturday in Tigard

BACKGROUND INFORMATION

Dates of Previous and Potential Future Considerations

The city has been proclaiming Small Business Saturday since 2016.

Public Involvement

The request for the Small Business Saturday proclamation came from Women Impacting Public Policy and the Small Business Saturday Coalition.

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

Historically, reported projected spending among U.S. consumers who shopped at independent retailers and restaurants on Small Business Saturday reached an estimated $17.9 billion according to the 2022 Small Business Saturday Consumer Insights Survey commissioned by American Express.

ALTERNATIVES & RECOMMENDATION

The mayor could choose not to issue the proclamation. City teammates recommend issuing the proclamation in support of the city's 3,500+ businesses. This may encourage more residents to participate in Small Business Saturday and bring more holiday shopping to small businesses. Year-round, shopping small helps entrepreneurs grow their business, create jobs, and ensure the Tigard community remains as vibrant tomorrow as it is today.

ADDITIONAL RESOURCES

https://www.sba.gov/about-sba/organization/sba-initiatives/small-business-saturday
https://cdn.ymaws.com/www.wipp.org/resource/resmgr/sbs24/SBS2024FactSheet.pdf

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Attachments

Small Business Saturday Proclamation

Proclamation

City of Tigard

SMALL BUSINESS SATURDAY
NOVEMBER 30, 2024

WHEREAS, the City of Tigard, Oregon, celebrates our local small businesses and the contributions they make to our local economy and community; and

WHEREAS, according to the United States Small Business Administration, there are 34.7 million small businesses in the United States, small businesses represent 99.7% of firms with paid employees, small businesses are responsible for 61.1% of net new jobs created since 1995, and small businesses employ 45.9% of the employees in the private sector in the United States, and

WHEREAS, 68 cents of every dollar spent at a small business in the U.S. stays in the local community and every dollar spent at small businesses creates an additional 48 cents in local business activity as a result of employees and local businesses purchasing local goods and services; and

WHEREAS, 59% of U.S. consumers aware of Small Business Saturday shopped or ate at a small, independently owned retailer or restaurant on Small Business Saturday 2023; and

WHEREAS, Tigard supports our local businesses that create jobs, boost our local economy, and preserve our communities; and

WHEREAS, advocacy groups, as well as public and private organizations, across the country have endorsed the Saturday after Thanksgiving as Small Business Saturday.

NOW, THEREFORE, I, Heidi Lueb, Mayor of the City of Tigard, Oregon, do hereby proclaim, November 30, 2024, as

SMALL BUSINESS SATURDAY

and urge the residents of our community, and communities across the country, to support small businesses and merchants on Small Business Saturday and Shop Small throughout the year.

Dated this 12th day of November 2024

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Tigard to be affixed.

_____

Heidi Lueb, Mayor
City of Tigard

Attest:

_____

Carol A. Krager, City Recorder

AIS-5648	**6. A.**
Business Meeting	
Meeting Date:	11/12/2024
Length (in minutes):	Consent Item
Agenda Title:	Budgeting Software
Authored By:	Rosie McGown
Presented By:	Eric Kang, Finance Director
Item Type:	Motion Requested
Public Hearing Newspaper Legal Ad Required?:	No
Public Hearing Publication Date in Newspaper:	

Information

EXPLANATION OF ISSUE

Discussion of contract to Carahsoft for Questica Budgeting Software

ACTION REQUESTED

Staff recommends that the Local Contract Review Board award a contract to Carahsoft for the Questica Budgeting Software in the amount of $407,920.35 and direct the City Manager to take the steps necessary to execute the contract.

BACKGROUND INFORMATION

The Finance Department is requesting the transition to a new budget software to augment the Tyler Enterprise Resource Planning ("ERP") system. After several demos and a series of due diligence including meetings with engineering, information technology, and other departments, the Finance department is recommending implementing Questica. The goal is to provide greater transparency and ease of use for department end users, automate the budget book development, and to provide transparency to the community and Council on the status of capital projects and budget information on a regular basis. The software will be primarily paid for by budget savings in Tyler ERP modules that will not be moving forward and budgeted implementation support for Tyler.

The Finance Department went live with a new ERP system in October of 2023. As part of the new ERP system, a budgeting module was also launched. While Tyler ERP is a robust system that is a powerful tool for accomplishing accounting tasks and integrating multiple systems, the budgeting and forecasting tool does not provide the level of forecasting and modeling capabilities that the city needs. For example, the system is unable to accurately project salaries that align to the city's compensation policies without significant manual adjustments. Additionally, the system does not have the functionality to automate the development of a published budget book, and still requires hundreds of hours of using Microsoft Word, Excel, and design software to draft a budget book. Considering the city's budget book is approximately 500 pages, this requires hundreds of hours of drafting, manual review, and is highly error-prone. Tyler does not offer a tool to seamlessly develop a budget book.

This contract is being awarded in accordance with ORS 270A.205 (Cooperative Procurements) and

Tigard's PCR 10.087 allowing the City to enter into a Permissive Cooperative Procurement if the original contract was awarded through an open and impartial competitive process, using source section methods that are substantially equivalent to those identified in ORS 279 and Tigard's PCRs. Leveraging the full formal procurement process of purchasing organizations or other agencies ensures an open and impartial competitive process while saving the city staff time and additional costs related to issuing a solicitation.

On December 21, 2015, the State of Utah issued a request for proposals for cloud solutions in furtherance of the NASPO ValuePoint Cooperative Purchasing Program. Carahsoft proposed and was awarded a contract for the work. On April 1, 2019 the State of Oregon entered into a Participating Addendum to the NASPO agreement. As a member of the Oregon Cooperative Purchasing Program, The City of Tigard is eligible to utilize this Participating Addendum.

On October 23, 2024 the City of Tigard published a Notice of Intent to Contract with Carahsoft for Questica Budgeting Software on the City website and in the Daily Journal of Commerce, the deadline for submitting comments was October 30, 2024. No comments were received. Accordingly, it is recommended the city award a five (5)-year contract to Carahsoft for Questica Budgeting Software in the amount of $407,920.35.

ALTERNATIVES & RECOMMENDATION

The Local Contract Review Board may choose not to enter into this agreement and direct the city to explore other budgeting solution options or issue its own solicitation for these services.

ADDITIONAL RESOURCES

Fiscal Impact

Cost: 407,920.35

Budgeted (yes or no): No

Where budgeted?: To be transferred from Tyler savings.

Additional Fiscal Notes:

Expected recurring cost savings from Tyler module cancelations are $80,000/year. Finance also has approximately $50,000 in cost savings for Tyler professional services to pay for the one-time professional services for Questica implementation. This provides a total of $130,000 in FY 2025 funds available to pay for the Year 1 of fees. A budget supplemental will be brought at a later date to transfer the Tyler savings to the finance division. Future year fees will be requested as part of the annual budget process.

Year 1 is $127,206.00 (SaaS and Professional Services)
Year 2 is $67,098.32 (includes 3% increase)
Year 3 is $69,111.27 (includes 3% increase)
Year 4 is $71,184.61 (includes 3% increase)
Year 5 is $73,320.15 (includes 3% increase)
Total 5 Year contract is $407,920.35

Attachments

No file(s) attached.

AIS-5628 **7.**

Business Meeting

Meeting Date: 11/12/2024

Length (in minutes): 30 Minutes

Agenda Title: Supportive Housing Services Annual Report Presentation

Authored By: Kim Ezell

Presented By: Jessi Adams and Nicole Singh

Item Type: Update, Discussion, Direct Staff

Public Hearing Legal Ad Required?: No

Publication Date:

Information

EXPLANATION OF ISSUE

Presentation from Washington County Supportive Housing Services (SHS) on outcomes from year three of the SHS Program.

ACTION REQUESTED

No action is requested of Council.

BACKGROUND INFORMATION

Washington County Supportive Housing Services provides houselessness services and housing options across Washington County, including supporting programs, providers, and services local to City of Tigard. The third year of the SHS Program features system improvements, new programming, and success in sheltering and housing people at risk of or experiencing houselessness within our County. The SHS program has numerous partners involved in service delivery and a focus on racial equity in program implementation. Staff from Washington County SHS will share successes and challenges from year three and discuss what is to come in year four.

ALTERNATIVES & RECOMMENDATION

N/A

ADDITIONAL RESOURCES

Washington County Supportive Housing Services 2023-2024 Annual Report.

Attachments

SHS Annual Report Presentation

SHS Annual Report

Department of Housing Services

Supportive Housing Services (SHS) Year 3 Annual Report

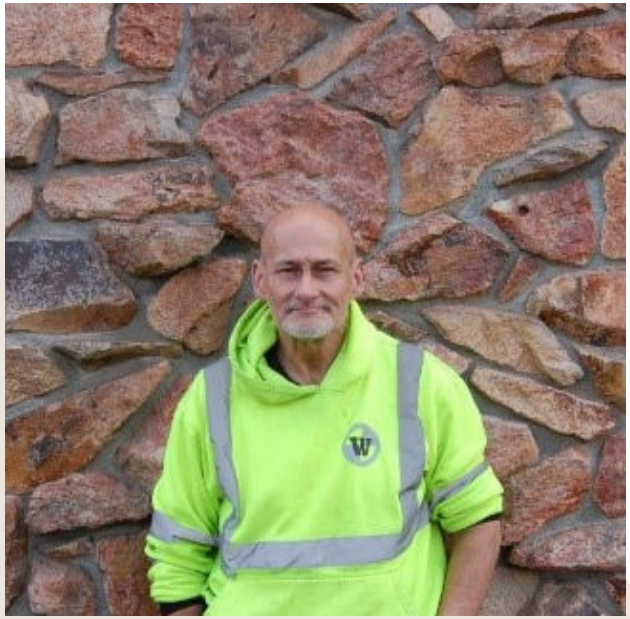
Nicole Stingh, Strategic Initiatives and Relations Manager

Jessi Adams, Strategic Projects Supervisor

November 12, 2024



Stories of Hope



Russell moved into long-term housing this year.

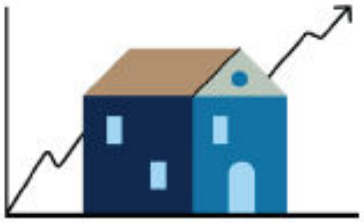
"Washington County has been very successful… It worked for me, and it's working."

Last year, we shared Russell's story as he transitioned from an encampment to staying at a bridge shelter. ***Today, Russell lives in his own apartment thanks to SHS!***



Year 3 Annual Report Highlights

FY 2023-24



100%
SHS Budget Spent
exceeding the 85% goal.



1,200+
People
moved into housing through SHS-funded programs.

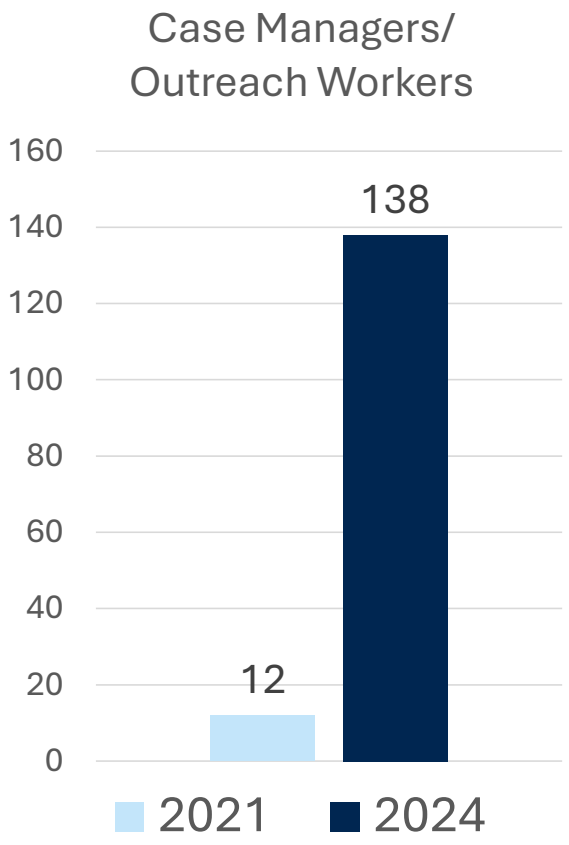


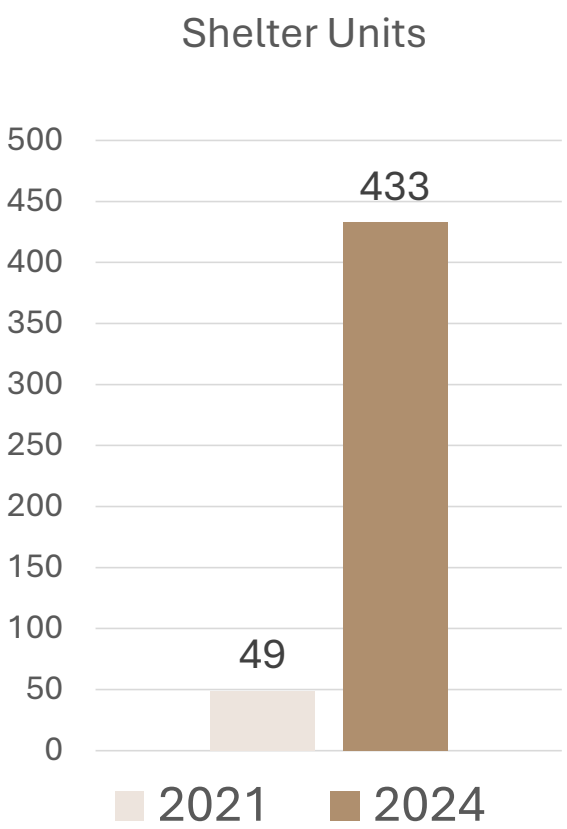
10,400+
People
served through SHS-funded services.

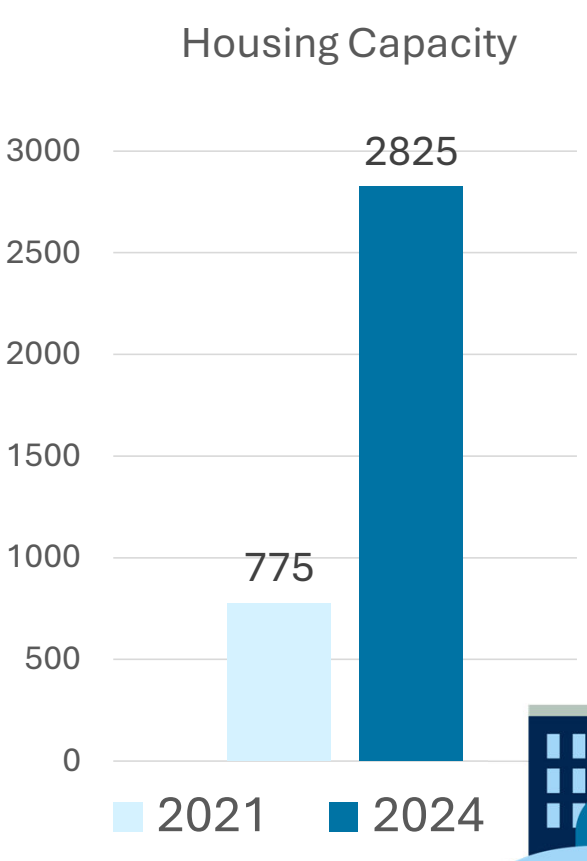


4,400+
People
remained housed with eviction prevention and rent assistance programs.

Building a System of Care







Goals and Outcomes



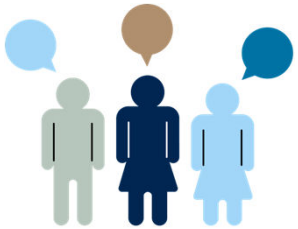
Work Plan Metric Goals Overview

	Outcomes	Year 3 Goal
Permanent Supportive Housing	399 households 679 people	500 households
Rapid Re-Housing	241 households 521 people	300 households
Move In Ready Fund	6 households 6 people	200 households
Eviction Preventions	1,569 households 4,451 people	500 households
Shelter created	90 units	60 units

Highlights

- Exceeded PSH goal previous year by 130 households
- Move In Ready launched later than anticipated
- Exceeded Eviction Prevention goal, note this program serves primarily Population B and is our most effective program at reaching underserved populations. (Eviction Prevention has been funded with dwindling carryover investments.)

Populations Served



Partnerships with culturally specific providers leading to increased reach for Latine households



Eviction prevention especially effective in reaching diverse populations



SHS funded interventions have more diverse outcomes than other Homeless Services programs



Improvements needed to better serve Asian and Native populations

Shelter and Outreach Overview



Shelter Program Outcomes



Safe Rest Village at Aloha UMC opened in February 2024

- 433 shelter beds (420 funded by SHS)
- 60 pod shelter units currently open

Next Up:

- Beaverton Year-round Shelter opening December
- Just Compassion Resource Center opening spring
- Exploring additional pod shelter site

Shelter System

Western Washington County (Forest Grove & Cornelius)

Casa Amparo, 20 rooms

Cornelius Safe Rest Pods on 4th Ave, 30 pods (Temporary)

Hillsboro

Safe Rest Pods on SW 17th Avenue, 30 pods (Temporary)/
FUTURE year-round Hillsboro shelter, 75 beds/pods

Safe Place Youth Shelter, 12 beds

Hillsboro Bridge Shelter, 50 rooms (Temporary)

Community Action Family Shelter, 5-9 rooms

Cloverleaf Shelter, 50 beds (Temporary)

Beaverton & Aloha

Safe Rest Village at Aloha United Methodist Church, 30 pods (Temporary)

Veterans Shelter, 58 beds

Beaverton Temporary Shelter, 40 beds (Temporary)

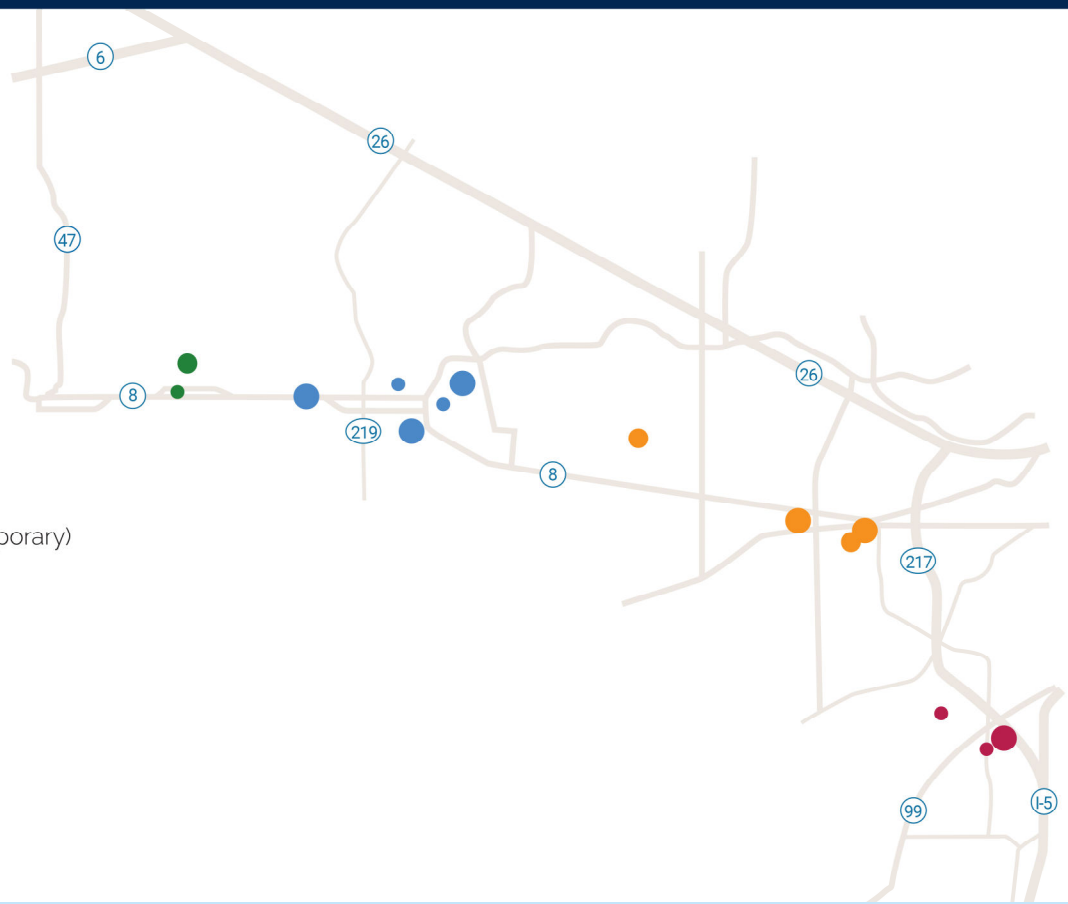
FUTURE year-round Beaverton shelter, 60 beds

Tigard, Tualatin, & Sherwood

Good Neighbor Center, 5-9 rooms

Tigard Just Compassion Shelter, 20 beds (60 beds 2024)

Family Promise of Tualatin Valley, 70 rooms

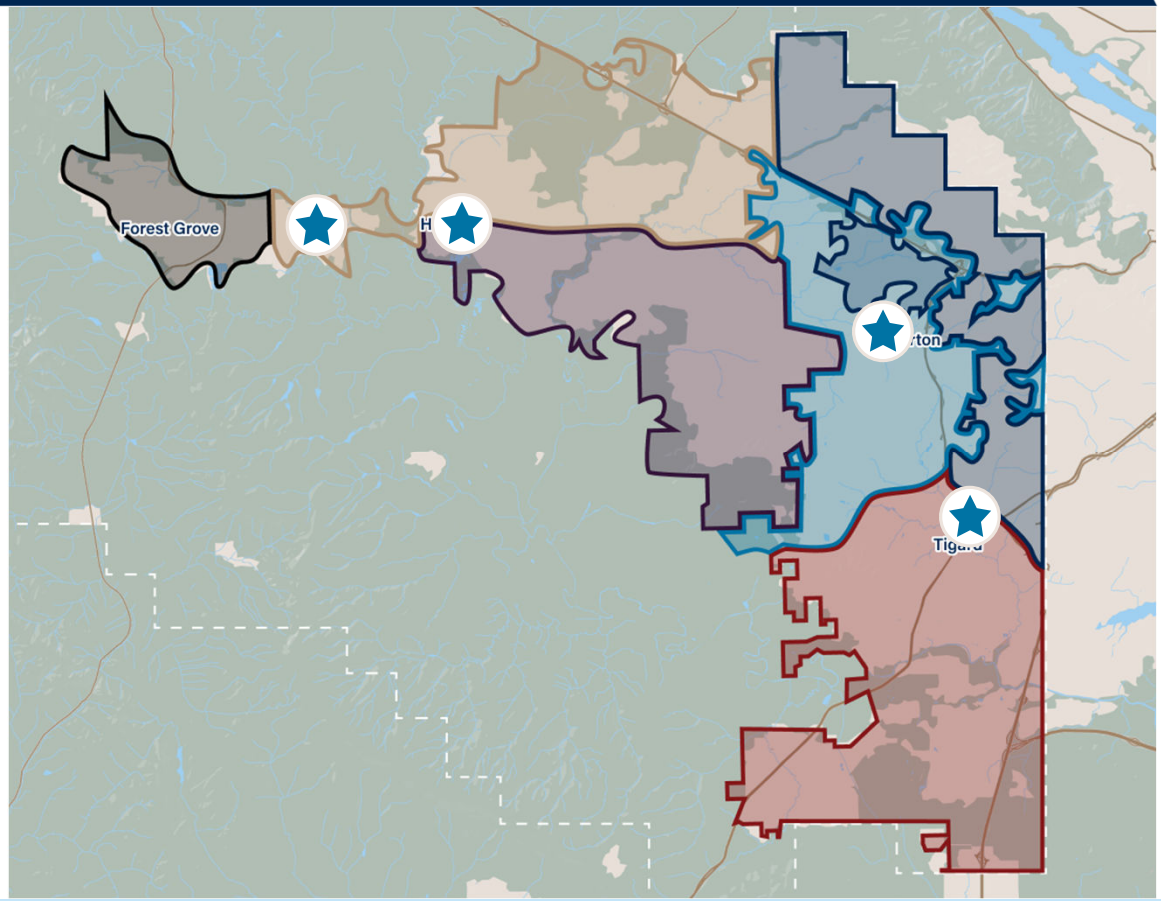


Outreach and Access Centers

Outreach Providers

- Forest Grove Foundation
- ★ Open Door HousingWorks
- ★ Project Homeless Connect
- Greater Good Northwest
- New Narrative
- ★ Just Compassion
- ★ HomePlate
- Immigrant & Refugee Community Organization (IRCO)

★ *Indicates drop-in center locations*



Partnership in Action



Tigard Impact



Washington County, City of Tigard, and Just Compassion celebrate Resource Center groundbreaking

- City liaison position funded representing Tigard, Tualatin, and Sherwood – Megan Cohen
- 143 Regional Long-term Rental Assistance (RLRA) vouchers
- 90 Shelter beds
- Outreach Provider: Just Compassion (HomePlate for youth, IRCO for immigrants & refugees)
- Just Compassion Tigard Resource Center set to open next calendar year

Cross-Sector Alignment

- Emergency beds prioritize access for law enforcement and community partner referrals
- $3 million grant from CareOregon for permanent supportive housing development in Forest Grove
- Low Acuity Transitional Support program at Hillsboro Bridge Shelter partnering with Greater Good NW and Virginia Garcia with $250,000 Kaiser Permanente grant Healthcare case-conferencing program
- Nationally leading healthcare case-conferencing program



Cornelius Police Chief Coley and Open Door staff attend Cornelius Safe Rest Pods opening event

Provider Partnerships & Capacity Building

24 service providers

- High rate of staff with lived experience
- Higher rates of staff identify as Black, Indigenous, Latino/a/e, or other persons of color compared to the general population.
- Annual salaries from $50,000 to $60,000

Housing Careers program

- Enrolled 45 participants
- Year 4 will expand to general employment services to help participants graduate from rent assistance programs with employment.



Housing Careers Program in action.

Advisory Bodies



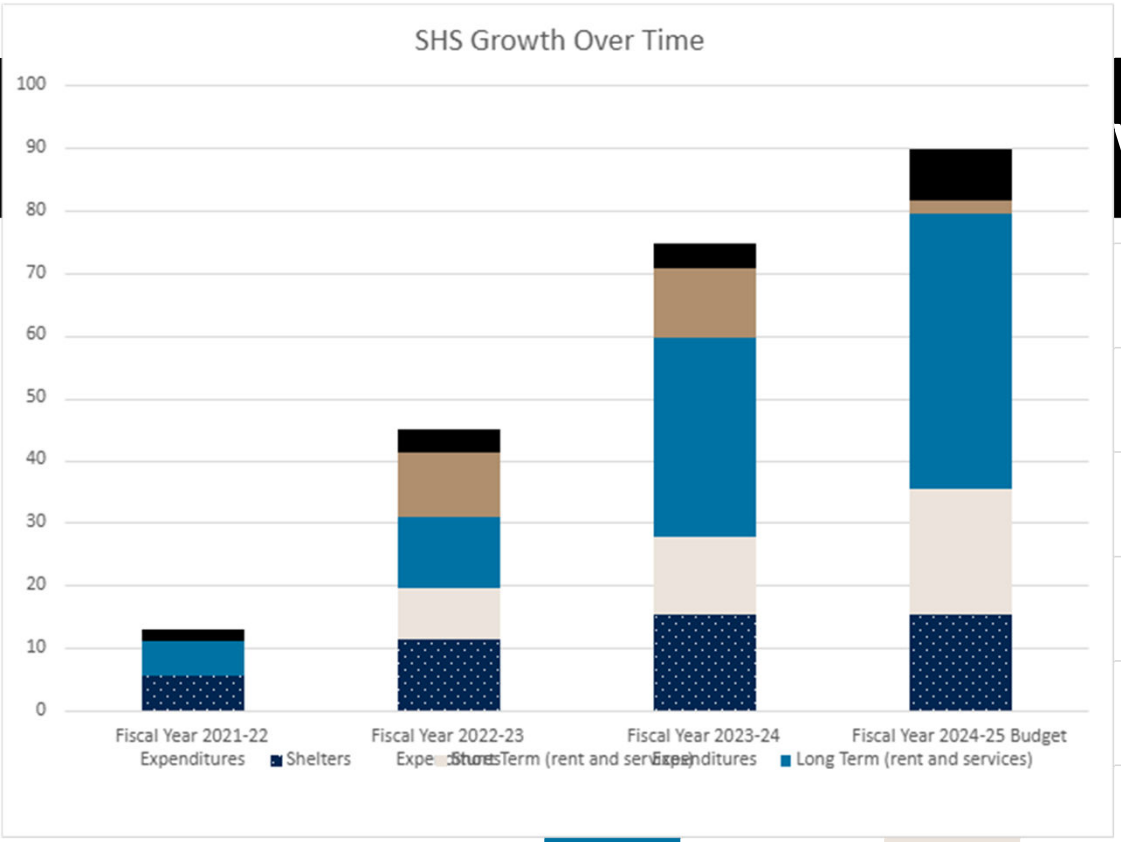
Homeless Solutions Advisory Council members

- NEW Homeless Solutions Advisory Council or the "Solutions Council" launched January 2024 with 10 members
  - *Recruitment underway!*
- Three subcommittees:
  - Performance Evaluation
  - Lived Experience
  - Equitable Procurement

Financial Overview



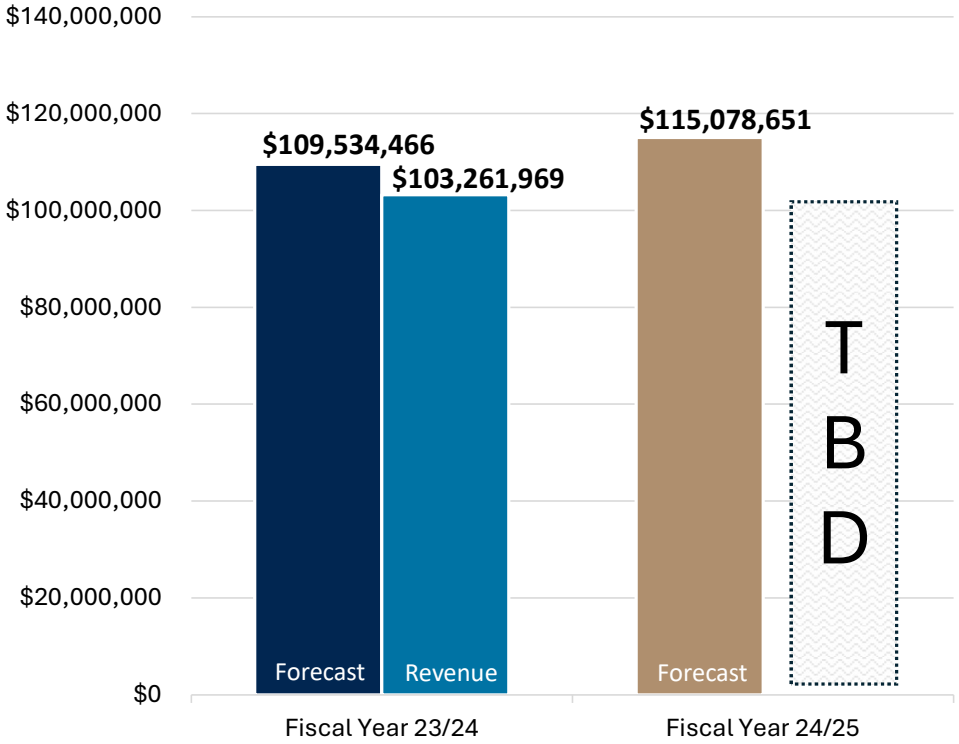
wth (in millions)



- Shelters
- Short Term (rent and services)
- Long Term (rent and services)
- Other housing and services programs
- Program operations and regional planning

Includes ongoing & one-time costs

Financial Constraints – Revenue Forecast v Collections



Revenue collections differed from forecast by **$6.2 million** last fiscal year.

Impact for this fiscal year not yet known, anticipate scaling back some programmatic investments to align with revenue.

New revenue forecast anticipated in November.

Stories of Hope



Kayla and Brady sat down with us in their new apartment.

"We now have an amazing home that we live in. … All the other cities, other countries in the world, take a note… because this is how you change the world."

Kayla and Brady stayed at the Tigard family shelter, Bridge to Home, and was able to move into long-term housing with their children last winter.

SHS Impact

Washington County has **housed 2,941 people** (1,817 households) with investments from the voter approved Supportive Housing Services measure.

While state and national trends show the rate of homelessness has ticked up, **unsheltered homelessness has declined by 35.5%** in Washington County.



Thank you





Department of Housing Services

Washington County
Department of Housing Services
Homeless Services Division

Supportive Housing Services

Fiscal Year 2023–2024

Annual Report



October 31, 2024

161 NW Adams Ave
Unit 2000
Hillsboro, OR 97124
WashingtonCountyOR.gov/Housing

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Executive Summary

Together, we are making the experience of homelessness rare and brief in Washington County. While state and national trends show upticks in homelessness, Washington County has **achieved a 35.5% decline in unsheltered homelessness** with a solutions-based approach, thanks to investments from the voter-approved Supportive Housing Services measure. After three years of building this system of care, people experiencing homelessness in Washington County can now more easily connect with immediate shelter and housing services. This regional transformation is only possible through local partnerships, cross-sector collaboration, and political leadership. Through our coordinated system of care, we are closing encampments, helping Washington County residents access shelter and stable housing, and opening doors to home.



Senator Wlnsvey Campos, Mayor Lacey Beaty, Chair Kathryn Harrington, Councilor Gerritt Rosenthal, Housing and Homeless Initiative Director Taylor Smiley Wolfe, Councilor Juan Carlos González attend construction event for Beaverton Year-Round Shelter.

Our local partners are the heart of this work, meeting individuals experiencing homelessness where they are and connecting them to services. The 24 community-based providers that contract with the County provide a network of geographically coordinated and person-centered support services. Together, these local partnerships make up a system of care that includes outreach workers serving the entire county, more than 400 shelter beds, thousands of supportive housing placements, and over 100 case managers with the expertise and relationships to guide people experiencing homelessness toward long-term, stable housing solutions.

Our city jurisdictional partners are expanding regional housing capacity, working side by side with the County to coordinate services in partnership with local shelters, law enforcement, library services, local businesses, neighbors and more. The City of Hillsboro and the City of Beaverton are developing purpose-built year-round shelter capacity, while the City of Tigard supports a local shelter project in their community. We're proud to partner and fund staff coordination services helping to make homelessness rare and brief in Beaverton, Hillsboro, Tigard, Tualatin, and Sherwood.

Through cross-sector collaboration, we are meeting individuals' holistic needs with healthcare, behavioral health and housing coming together. Washington County is in the midst of transforming how homeless services are delivered, tearing down silos and building up integrated systems to connect health and housing services and funding sources that will better serve entire families. We have embedded liaisons in Community Corrections, the Hawthorn Walk-in Center behavioral health clinic, and other points of service where housing needs intersect. We are partnering with Virgina Garcia Medical Center to provide on-site medical care and coordination for shelter participants needing respite care and meeting biweekly with hospital and health system partners to conduct healthcare case conferencing. We are also investing in transitional housing, prioritizing projects that will provide behavioral health funded services on site to support people in their transitions to recovery.



Partners from Community Partners for Affordable Housing (CPAH) and Sequoia Mental Health Services give a tour of Heartwood Commons for local and federal officials.

Finally, political leadership makes this work possible by prioritizing pathways to housing. At the start of the program year, some members of our community expressed concerns about opening two new pod shelter programs in Washington County. After a lengthy public engagement process, the Washington County Board of Commissioners directed staff to move forward with the programs. As of July 2024, our pod shelter program supports more than 90 guests every night with a safe place to sleep and resources to get connected to stable housing. Since the opening of the pod shelters, several neighbors have come forward to acknowledge the progress made with encampments reduced or eliminated across the county. This progress would not have been possible without collaboration between political leaders across Washington County.

Looking to the future, program year four will focus on making our comprehensive system of care even more effective as SHS resources are fully allocated, committed, and assigned. The achievement of this significant milestone means that our staff are working to ensure our homeless services system of care continues to improve how it serves our community and addresses the most pressing needs within the constraints of available resources. This will require continuous process improvement and will be based in community listening, program evaluation and evolution, and coordination across systems of care. We remain committed to the goal of making the experience of homelessness rare, brief, and one-time.

Stories of **Hope**

Meeting program participants where they are

Amanda has been working as a Project Homeless Connect outreach team member for years and she has seen the night-and-day difference Supportive Housing Services (SHS) resources have made in Washington County. Chad is newer to his role with the organization, bringing important lived experience to this work. Chad's firsthand experience of homelessness and struggle with addition enable him to relate with program participants on a deeper level.

Recently, when Amanda and Chad set out for their outreach shift, they were prepared with a box of ham and cheese sandwiches, bagged lunches, bottled water, and a short list of people they wanted to connect with throughout the day. The goal was to offer resources and support to anyone in need as they made their rounds. They noted that many locations that used to be filled with tents are now mostly cleaned up, with only a handful of people passing through.

One of the people they were looking for, "Scott," was at the park enjoying lunch with a few other people. Amanda and Chad introduced themselves to the small group warmly. They chatted briefly with one person who they knew had recently gotten an apartment, and introduced themselves to a new person, sharing information about the "yellow house" where he could get connected to a variety of resources. Then they talked with Scott, asking about his health, checking in on where he was staying, reminding him that his housing case worker was working on his housing paperwork and that they hoped to have good news for him soon. After a few minutes of friendly conversation, Amanda and Chad wished the group a good afternoon and promised to check back in in a few days.



Chad Giakas, Amanda Terpening, and Wes Barrett are part of the outreach team for Project Homeless Connect.

There is more work to be done. The team expressed concern for many of the people they work with, hoping they can hold on a few more months, and get into housing before winter.

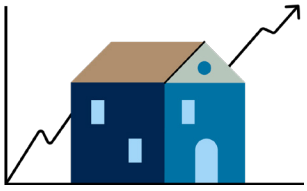
Reflecting on the last few years, Amanda said, **"We went from working out of churches and borrowed spaces, to being able to offer a space where people can find showers, food, help, and ultimately housing. It's life changing."**

The Year in Numbers:

Highlights



2.5
Years
average length of homelessness for people who moved into housing



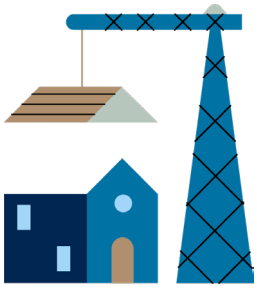
100%
SHS Budget Spent
exceeding the 85% goal



10,400+
People
served through SHS-funded services



4,400+
People
remained housed with eviction prevention and rent assistance programs



1,200+
People
moved into housing through SHS-funded programs



90
New Shelter Pods
exceeding our goal. 1,844 people accessed shelter across 420 shelter units.

Housing Programs: Where Stable Housing and Services Align

Washington County's homeless services system remains focused on our goal of providing people experiencing or at risk of homelessness with long-term housing. Housing programs include eviction prevention to avoid homelessness, rapid rehousing case management and time-limited rent assistance to help people transition out of homelessness and stabilize to independence, and regional long-term rent assistance (RLRA) paired with housing case management services to help people who have been homeless, oftentimes for many years, find stable housing again and thrive with ongoing supports. Washington County also launched a new program which offers move-in assistance to help households who just need a little bit of financial support to secure an apartment and quickly get back on their feet.

We set ambitious housing goals to stretch our system and best serve our community. While we did not meet all of our housing goals this last fiscal year, we are proud of the outcomes achieved and are in the process of implementing several process improvements that will keep our work on track to meet ambitious and achievable goals next year.

	Outcomes	Goal
Housing Case Management Services	399 households	500 households
Rapid Rehousing	241 households	300 households
Eviction Prevention	1,569 households	500 households
NEW Move in Assistance *	6 households	200 households

*This program was delayed and continues to be refined to improve effectiveness.

To maximize the effectiveness of homeless services programs, Washington County braids funding sources together. The Affordable Housing Bond provides a critical opportunity to leverage affordable housing with supportive housing services. Currently, RLRA vouchers support renters in five housing bond funded projects, including the Heartwood Commons and the Viewfinder where project-based vouchers paired with on-site services have created 74 units of dedicated Permanent Supportive Housing (PSH) to date. Plambeck Gardens is the next Affordable Housing Bond project planned with dedicated PSH units.



The Viewfinder combines on-site services with rental assistance for 20 families.

Shelter Programs: A Steppingstone to Housing

In our third program year, shelter capacity increased with 90 new shelter pods through the Safe Rest Pods program, exceeding our annual goal of 60 shelter units. This was due in large part to additional funding from Governor Tina Kotek's Executive Order 2023-02, part of her statewide plan to address homelessness.

Last year, three shelter pod sites in Aloha, Hillsboro, and Cornelius opened their doors. This pod shelter capacity fills a critical need in our system while purpose-built year-round shelters are under development and provides an alternative model of sheltering that has helped many chronically homeless individuals come inside.

Two permanent shelter sites, in partnership with the City of Beaverton and Just Compassion of East Washington County (located in Tigard), are under construction and an additional site is gearing up for construction, in partnership with the City of Hillsboro. When completed, these three sites will create roughly 175 permanent shelter units, allowing Washington County to move away from temporary shelter capacity. In total, Washington County maintains a system of 433 shelter units, 420 of which are funded by the SHS measure.









Safe Rest Pod shelters allowed Washington County to increase shelter capacity with 90 additional units last year.



Just Compassion and partners celebrate the ground breaking for the Just Compassion Resource Center.

Outreach Programs & Access Centers: The Front Door to our System of Care

Washington County works with 10 community-based organizations to provide geographically designated and population-specific outreach services. These providers know unsheltered community members by name, build trust over time, and create connections to services. During severe weather events, outreach workers deliver blankets and water, provide transportation to emergency shelters, and coordinate with emergency response services to keep people alive. When someone's name comes up on a housing waitlist, our outreach providers are the first to know where to find them.

Washington Couty is anticipating the development of two access centers, which were awarded funding during program year three. Access centers will provide meals, storage, showers, and connections to shelter, housing and other services for our homeless community seven days a week. These community centers will be safe and welcoming places for people experiencing homelessness, offering points of connection on their path to stability. Importantly, these future centers will also activate as emergency shelters during heatwaves and cold snaps. Just Compassion Resource Center (developed, owned, and operated by Just Compassion) is currently under construction and Project Homeless Connect will break ground on their Hillsboro access center later this year. Up to two additional access centers are planned for Western Washington County and the Beaverton area.

Linda grew up around Vernonia and Hillsboro and often went camping with her family. She has a lot of appreciation for the outdoors and teases when she calls herself "born and bred country folk." But Linda never expected camping would become her only home when she became homeless 15 years ago.

Linda has struggled with lupus since she was a teenager and started self-medicating with alcohol and pain meds as a young adult, which ultimately led to a substance addiction, and later homelessness. She bounced around Washington County for many years, just trying to survive.

But that all ended when her best friend, who had been sober for many years, refused to give up on her. With her friend's support, step by step, Linda was able to seek treatment, make different choices, get healthier, and stay sober. Four years later, Linda hasn't looked back.



Linda's apartment complex has an on-site playground for her two grandsons to enjoy whenever they visit.

Linda maintained her sobriety, trying to put together a deposit and find housing she could get approved for and afford, but she was still homeless. That's when she met her case manager who helped Linda to get her apartment. Linda recently moved into her first apartment in more than a decade, and her case manager continues to support her as she adjusts to life back inside.

Tragically, Linda lost her daughter this year and is grieving a loss no parent wants to imagine. But she is more focused than ever on staying housed and sober because she needs to be 'grandma' for her two grandsons. The playground outside her new apartment is a perfect spot for the young boys to play when they visit their loving grandma at her new home.

"I can look in the mirror and be okay with myself and know that it has been worth all the hardship it took to get here and be there for them," she said.

Stories of **Hope**

Being a grandma starts with a stable home

Partnership in Action at the State Level

When Governor Tina Kotek signed Executive Order 2023-02 (EO 23-02) declaring a state of emergency in much of Oregon due to homelessness, Washington County was already hard at work addressing homelessness in our community. Additional resources from EO 23-02 were used to fund the purchase of 60 brand new pallet homes and extend operations at winter shelter locations to operate year-round. These pallet homes give us flexibility to move to new locations down the road as needed and provide urgent shelter capacity while permanent shelters are under construction.

"Addressing Oregon's homelessness crisis takes all of us doing everything we can, every day, and that's exactly what Washington County did through my emergency order," Governor Tina Kotek said on January 8, 2024. "I am inspired by the progress they have made, and it sends a clear message that if we work together, Oregon can be a place where everyone has a safe place to live."

This executive order directed local Continuum of Care agencies (Washington County Homeless Services Division) to focus on bringing unsheltered individuals inside. Washington County responded by establishing Locally Coordinated Command Centers (LC3s) that prioritized areas with larger encampments and/or higher levels of unsheltered homelessness for focused engagement. The LC3s brought outreach, shelter, and housing opportunities together to identify the best options for community members living unsheltered in encampments across the county and work collaboratively to get people inside.

Oregon Housing and Community Services and the Oregon Department of Emergency Management were instrumental in supporting Washington County. At the same time, Washington County leveraged partnerships with city jurisdictions, Metro, libraries, law enforcement, and community-based service providers. The first LC3 in operation in Washington County started on the outskirts of Forest Grove at the Highway 47 encampment. Working collaboratively, the LC3 developed a by-name-list of campers and ofered every single person staying at that encampment a shelter option and a path to long-term housing. Linda (page 10) was part of this coordinated effort.



Governor Kotek and other local officials celebrated the opening of the Hillsboro Safe Rest Pods on SW 17th Avenue.

System Capacity and Coordination

Over the last three years, Washington County has implemented a system of care that is strategically coordinated to meet our community's needs. This includes investing in community-based providers, engaging local experts and listening to community members with lived experience, coordinating programming across systems of care, and more.

Investing in Provider Capacity

Washington County partners with 24 service providers, seven of which are culturally specific organizations, to provide services and advance our shared mission. Many of these service providers have grown exponentially with us over the last few years and building their capacity to serve is key to our system's ongoing success.

We are proud to report that all of our partner agencies participated in at least one equity-focused training with a diverse catalog of courses ranging from LGBT+ inclusion, Unconscious Bias, and Class, Race & Housing Inequities. Washington County continues to award technical assistance and capacity building grants to our service providers. This year $235,000 in technical assistance funding was allocated to eight agencies. Fourteen agencies received a total of $1.7 million in capacity building project funding in the second phase of the program. Capacity building projects have ranged from business services, human resources, strategic planning, policies and procedures, program design, development implementation, and evaluation. All seven culturally specific partner agencies have participated and been awarded technical assistance and/or capacity building project funding.

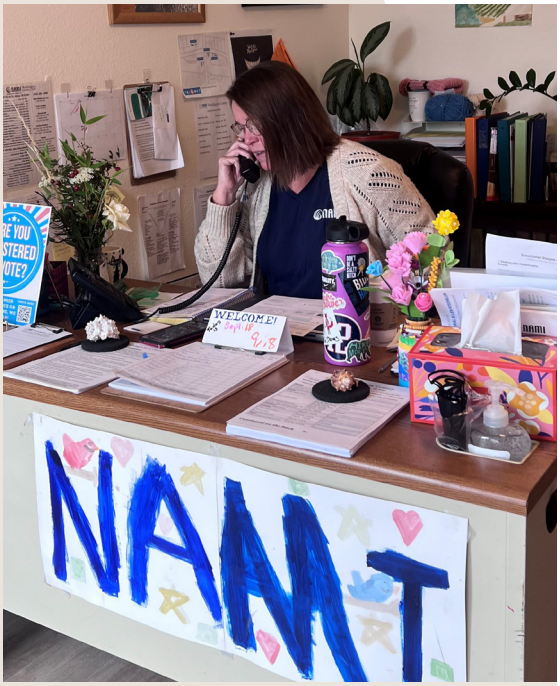
The Housing Careers program is a continued success, providing training and internship opportunities for community members with lived experience who are interested in housing related careers. In the second year of the program, 45 participants enrolled and 42 completed their project, achieving our goal for the program. The results will help evolve the program in year four, expanding the program beyond housing careers to general employment services and focusing the program to help housing participants successfully graduate from rent assistance programs with stable employment.

These approaches are helping Washington County build a diverse, empathic, and equitably compensated workforce. This year, Washington County providers reported that roughly 45% of their staff have lived experience of housing instability, and higher rates of staff identify as Black, Indigenous, Latino/a/e, or other persons of color compared to the general population. The County's evaluation of pay equity indicates that culturally specific providers, on average, pay their direct service workers higher rates of pay than non-culturally specific providers for SHS-funded positions. This trend has held steady over the past two program years. Service provider staff annual salaries for case management, outreach, shelter, and housing liaison positions range from $50,000 to $60,000, consistent with contractual recommendations and reimbursement rates for SHS funded programs.

Stories of **Hope**

Christina Matousek, Solutions Council member, discusses mental health & housing integration

Christina Matousek joined the Homeless Solutions Advisory Council (Solutions Council) in January 2024. Christina brings a wealth of lived and professional expertise to the group and was excited to hit the ground running. As the co-executive director of NAMI (National Alliance on Mental Illness) Washington County, she and her phenomenal team work to meet the needs of individuals and families struggling with mental health challenges at their day center in Aloha by offering 20+ support groups, meeting in person and virtually with participants, and advocating for coordination with other systems of care, particularly the housing system.



Christina hard at work at the NAMI Washington County day center located in Aloha providing a space for walk-ins, on-going support groups, and coordination.

NAMI is the largest grassroots mental health organization in the world, and Christina explains that all her staff have lived experience with a mental health condition, including staff who have a child with a mental health diagnosis, staff who have experienced homelessness, and staff who have navigated outpatient services. In her work leading NAMI Washington County, Christina has seen firsthand how the County's homeless services system is serving people with mental health needs. Recently she shared two stories:

"Sarah" walked through NAMI's doors, ready to leave behind the domestic violence she was experiencing at home. She was first sheltered through Just Compassion, and then shortly after, her application was accepted for a sober living home. Sarah was able to apply for sober living because of the stability and support provided by Just Compassion and NAMI. Through the experience, NAMI empowered Sarah to make her own decisions and to this day Sarah continues to stay connected to their women's support group.

"Jessica" connected with NAMI two years ago when she was unsheltered and dealing with substance abuse. She had a lightbulb moment and put herself through Hooper Detoxification Stabilization Center. After detox, Jessica stayed at a pod shelter in Washington County before getting a housing voucher and moving into long-term housing. Today, she is still housed and works at NAMI as a resource coordinator and provides janitorial services. After Christina and Jessica attended a Washington County public listening session this summer, Christina shared, **"I saw 'Jessica' sitting with the Washington County housing director. She has come so far because now she sits at the table where decisions are made."**

Advancing a "One Governance" Approach

Consistent with regional goals to increase access and inclusion in our community advisory bodies, Washington County has modernized our governance structure to ensure policy guidance, program oversight, and public transparency with diverse voices and representation from across Washington County. This included a "One Governance" initiative to align multiple advisory bodies into a single governance structure. The new Homeless Solutions Advisory Council or the "Solutions Council" launched in January 2024 with 10 members. The Solutions Council currently hosts three important subcommittees: Performance Evaluation, Lived Experience, and Equitable Procurement.



Homeless Solutions Advisory Council Members

Cross-sector Alignment

The Homeless Services Division is also leveraging other systems of care, working closely with our Health and Human Services Department, Community Corrections Department, and health system partners to end homelessness for participants of these adjacent systems.

First, Washington County was awarded a $3 million grant with CareOregon for the development of permanent supportive housing in Forest Grove. The property was acquired for this permanent supportive housing project last year and project design planning is underway, with the County participating in the State of Oregon's Supportive Housing Institute hosted by the Corporation for Supportive Housing.

Washington County, Virginia Garcia Memorial Health Center, and Greater Good Northwest have partnered to create a Low Acuity Transitional Support program at the Hillsboro Bridge Shelter. The program serves unhoused individuals who need additional medical care while stabilizing in shelter and working toward stable housing. The program currently operates 10 beds of respite shelter and receives referrals from hospitals in Washington County.

To support this initiative, Washington County was awarded a $250,000 grant from Kaiser Permanente to launch and sustain the medical respite pilot for two years. As part of the grant award, the Homeless Services Division will work with the National Institute for Medical Respite Care to build a program model that leverages Medicaid and healthcare funding to support the financial sustainability of the program and ensure the highest standards of care in our services.

Additionally, our healthcare case-conferencing program–partnering with Health Share, CareOregon, Kaiser Permanente, Pacific Source, Oregon Health & Science University (OHSU), and Providence—continues to connect participants experiencing homelessness to healthcare services. Case conferencing takes place twice a month among health and housing partners and is focused on supporting specific and shared clients with healthcare needs in our homeless services system. This case conferencing process also helps housing system providers navigate the health and behavioral health systems.

Beyond our healthcare partnerships, our Housing Liaisons program remains a key component of our cross-sector collaboration. Through this program, trained housing system navigators are embedded in other divisions and departments, working side by side with staff in behavioral health, child and maternal health and community corrections to help their participants identify housing options available in the community and navigate our system.



Gennesis with her daughter

Stories of **Hope**

Harnessing lived experience to help others find housing

Gennesis Morris participated in the Housing Careers Pilot Program. The Housing Careers Pilot Program provides a pathway for program participants to intern in various housing programs. This program allows participants to harness their lived experience as an invaluable tool to help others and develop career experience.

Today, Gennesis is a housing case manager here in Washington County and supports herself and her daughter through a full-time career helping others find housing.

"This changed my life completely," Gennesis told KOIN 6 News in June 2024. "I think I would've been maybe still in my addiction. **I think this internship gave me hope again and let me know that my lived experience is everything and that's how I better serve participants.** This helped put me in a position to be able to help people and conquer all my dreams and goals without a college degree."

Evaluation and Quality Improvement

The Homeless Services Division conducts an equity analysis of our outcomes data biannually to inform program improvements and budgetary investments. This analysis includes population data consideration and comparing race and ethnicity demographics of households that seek services in our system, with households who achieve stable housing through our programs. The analysis also considers the rates of poverty, race and ethnicity in the general population of Washington County (see Attachment F for full analysis)

This year's equity analysis work found that our programs are generally serving higher rates of Black, Indigenous, and Latine households than are represented in the general population, population of poverty, and among households seeking services. We see this result most strongly with our Latine program participants. These outcomes align with the results of our equity analysis from previous years and confirm that our partners and our programs are reaching the communities we aim to serve to combat historic and persistent discrimination and disparities in housing. We also continue to see that Asian-American & Pacific Islander households experience higher rates of poverty in Washington County than the rate of households seeking our housing services. However, we are having greater success serving the Asian population through our Eviction Prevention program and generally find that the Eviction Prevention program serves the highest rate of communities of color out of all Homeless Services programs. Additional strategies are underway to better understand and address this disparity.

This year, the Homeless Services Division also conducted our second annual provider performance evaluation and report. The process assessed service providers' performance, collected organizational information, and gave providers the opportunity to comment on any challenges faced in fulfilling contractual obligations. The performance evaluation and reporting process focused on four areas: contracted performance standards by program type, financial metrics at the organization level, staff demographic data, and pay equity by position type. The results from the Annual Performance Evaluation and Report also helped inform SHS contracting decisions for program year four, including the award of multi-year contracts for high-performing organizations. Additional improvements are planned for this year including monthly scorecards for our partners to help them see and manage their performance throughout the year and performance improvement plans to provide more structure and support for struggling organizations.

The Homeless Services Division also designed and piloted a new monitoring framework. This was piloted with one service component to evaluate the program delivery of Rapid Rehousing services. The monitoring included a review of policies and procedures assessing how partners are delivering culturally responsive services, case file reviews, and compliance with program standards outlined in service contracts and the Division's program manual. The pilot monitoring program included opportunities for partner agencies to provide feedback on their experiences and make suggestions to improve the monitoring structure.

The formal monitoring process will fully launch in our fourth program year.

Finally, the Homeless Services Division evaluated our own internal processes to make improvements in quality and efficiency. In program year three, we created multi-service contracts to reduce contract preparation and tracking for all parties and alleviate the burden for providers to manage multiple contracts. Another milestone was reducing our average invoice processing time down to 18 days through process improvements, invoice automation and an expanded finance and accounting team.

Stories of **Hope**

A bridge to home for Kayla and her family

Kayla stayed at the Tigard family shelter, Bridge to Home, and was able to move into long-term housing with her family last winter. The shelter is owned and operated by Family Promise of Tualatin Valley, one of the 24 service providers working with us in Washington County on homeless services. Their mission is focused on serving families with children in east Washington County. Once their shelter reaches full capacity, they will be able to serve 70 families and/or adults with higher medical needs with shelter while they get connected with long-term housing solutions.

She said, "You wouldn't know that we were homeless when we were here at Family Promise because we weren't homeless; we had a bridge to home. Because of that, because of our case manager, because of Family Promise, because of everyone that helps here who helped us so much, we now have an amazing home that we live in. … **All the other cities, other countries in the world, take a note, take a lesson because this is how you change the world."**



Kayla and Brady sat down with Washington County staff to share more about their family's journey to stable housing.

Financial Overview

In the third program year, Washington County originally budgeted $86 million and amended the budget to $96.2 million to accommodate rapid program growth and increased revenue forecast received in November 2023. The program was initially expected to expend 85% of this budget authority, as programs were continuing to be built and launched in year three. However, the Homeless Services Division far surpassed that spending target, expending 100% of the budget.

In year three, carry-over funds from the previous two program years were invested in eviction prevention services, shelter capital projects, technical assistance and capacity building grants for providers, and the development of the Center for Addiction Triage and Treatment (CATT). The CATT is a project to increase addictions treatment capacity in Washington County.

In our fourth program year, the Homeless Services Division has budgeted $115 million based on the current available forecast. Remaining carry-over funds are fully committed or assigned to one-time investments in eviction prevention and capacity building for providers, or capital investments in transitional housing, access centers, and permanent emergency shelters. Given the volatile nature of this funding source, Washington County maintains healthy reserves to manage for unforeseen programmatic and economic crises.

In planning and preparing the budget for our fourth program year, the Homeless Services Division consulted with the Homeless Solutions Advisory Council and the Housing and Supportive Services Network. Feedback helped shape and refine budget planning to support stability across programs and ensure the housing outcomes our community is counting on. See Attachment G for the full annual financial report.



Attachments

Attachment A 20
Workplan Goals and Outcomes

Attachment B 27
SHS Funded Programs Overview

Attachment C 29
SHS Service Provider Contracts

Attachment D 32
SHS Annual Performance Metrics

Attachment E 36
System Annual Performance Metrics

Attachment F 42
Equity Analysis

Attachment G 55
Annual Financial Report

Attachment H 60
Provider Demographics Information

Attachment I 71
Regional Coordination

Attachment A

Workplan Goals and Outcomes

Category 1: Housing/ program quantitative goals

Regional Metric	Annual Goal	Actual outcome	If you did not meet the goal, explain why and your plans for improving performance
Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	500 Placements	399 placements	Described in PSH Goal Below
Number of housing placements (people and households):	1,000 HH	652 HH	We set ambitious but achievable goals. Last year, we got close, but didn't fully meet our goals. County staff and providers have had discussions about why our system isn't meeting the goals, and the reasons that rose to the top are detailed under each program.
• Permanent Supportive Housing (PSH)	500 HH	399 HH	We set our goals early, so when we housed an additional 130 households (exceeding our goal to house 500 households) in PSH in Year 2, that may have impacted the capacity we had to house individuals and families in year 3. While we did expand capacity in year 3, we have learned that program expansions take time to result in housing placements.
• Rapid Re-Housing (RRH)	300 HH	241 HH	We're also still scaling up our RRH program and adjusting program standards to support higher needs households that meet prioritization criteria. Our year 3 goals were set based on remaining capacity from year 2 and expanded capacity in year 3. Our RRH program continues to develop structures and processes to meet the needs of households with service needs similar to those who are enrolling in PSH programs.
• Move In Ready Fund	200 HH	6 HH	The move in ready fund was just launched this year, and later than anticipated. Few households accessing traditionally homeless services pathways met initial eligibility criteria. Program access has been adjusted to engage the eligible Population B, and we anticipate the fund being more heavily utilized in the upcoming program year.
Number of homelessness preventions (households):	500 HH	1,565 HH	The County far exceeded eviction prevention goals with our partners, by continuing programming scaled during the pandemic. Eviction prevention resources have been a temporary intervention funded by carry forward investments. As the County faces budgetary limitations, and works to balance our system in alignment with the

			Population B 25% split, this eviction prevention program is unlikely to continue.
Housing retention rate(s) (%)			
• Permanent Supportive Housing (PSH)	85%	92%	Washington County PSH programs far exceed our retention goals and national trends.
• Rapid Re-Housing/Short-term Rent Assistance	85%	81%	We did not meet our retention goal for RRH but find that our retention rates are aligned with industry expectations. This lower percentage can be explained by the low volume of data we have currently for retention numbers in RRH.

Category 2: RACIAL EQUITY – Strategies to meet regional goals and local/LIP strategies to address racial disparities

Objective	Details	Did you achieve it? Y/N	Description of progress	If you did not meet the objective, explain why and your plans for doing so
Provide access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness	Increase understanding among racial disparities for Asian Americans/Pacific Islanders in housing programs to better reach and serve this community	Y	We continued to run bi-annual equity data analysis that showed this disparity continuing to occur but did see gains in serving Asian Americans/Pacific Islanders through Rapid Rehousing and Eviction prevention programs. A staff person of the County's Office for Equity, Inclusion, and Community Engagement also reviewed our program outcomes and made recommendations for next steps, including building relationships with service providers targeting these populations and increasing language access – both efforts are currently underway.	
	Continued evaluation of Community Connect to ensure phased approach results in greater access to housing programs for Black, Indigenous, Latino/a/e, Asians, Pacific Islanders, immigrants, and refugees.	Y	Community Connect is included in our bi-annual equity analysis that we conduct to assess how our is serving Black, Indigenous and People of Color in housing programs. Additionally, we continued this work through the Tri-County Planning Body to ensure regional alignment.	

Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific	Maintain seven culturally specific providers within the Washington County network and expand their contracting opportunities.	Y	See Attachment C	
organizations and programs	Expand technical assistance and capacity building support for culturally specific providers	Y	See Annual Report, "Investing in Provider Capacity" section. 100% of our culturally specific have participated and been awarded technical assistance and/or capacity building project funding	
Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance	Expand Diversity, Equity & Inclusion (DEI) training competencies to ensure 100% participation across the system of providers	Y	We are proud to report that all of our partner agencies participated in at least one equity-focused training with a diverse catalog of courses ranging from LGBT+ inclusion, Unconscious Bias, and Class, Race & Housing Inequities.	

Category 3: CAPACITY BUILDING – Lead agency/systems infrastructure, provider capacity

Objective	Details	Did you achieve it? (Y/N)	Description of progress	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
Expand evaluation and monitoring programming to ensure contract outcomes and impact	In the third program year Washington County will strengthen our programs with evaluation and monitoring supports to enhance technical assistance, program improvements and community outcomes. This will include desk monitoring contract metric compliance management	Y	See "Evaluation and Quality Improvement" section of Annual Report	Create a Standard of Care among all service providers that is culturally responsive, based in housing first principles, guided by people with lived experience and informed in the best practices of trauma-informed and people-centered care; Establish consistent definitions, standards of care and evaluation practices to improve service provision, outcomes and supports for community partners
Launch new aligned governance structure to oversee and advise the entire homeless services system	As Washington County prepares for the coming program year and experiences continued growth in our homeless system, we are bringing our reporting and governance bodies into coordinated alignment as one homeless services system. This includes a reorganization of advisory bodies and streamlining a single set of guidance.	Y	See the "Advancing a 'One Governance' Approach" section of Annual Report.	
Launch 45 new housing careers	The Housing Careers Workforce Development Project recently launched. In the coming year, the program has the infrastructure to partner with leading experts to recruit, train, support and employ at least 45 individuals, with a preference for BIPOC participants who were previously homeless or experienced housing instability and desire to grow a career in the homeless services industry.	Y	45 program participants were enrolled in the Housing Careers Workforce Development Project and 42 completed the program.	Diversity of staff by race, ethnicity, sexual orientation, gender identity, disability status and lived experience. The investment strengthens the system and ensures expanded culturally specific provisions and services to help meet the needs of the community and increase the workforce.

Category 4: OTHER ANNUAL GOALS BASED ON LIP

Objective	Details	Did you achieve it? (Y/N)	Description of progress	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
Reduce average stays in shelter programs to less than 100 days	System evaluation has measured the length of time people are staying in our shelter programs. While there has been progress with shelter stays, such as adding case management until stable housing is secured and expanding year-round shelter capacity, we also know it is taking longer for people to become housed. This is largely because our shelters are open longer or year-round, so shelter stays are necessarily longer. Nonetheless, we want to ensure strong flow-through in our system such that people are able to secure housing and leave shelter as quickly as possible.	Y	Our average shelter stay for SHS shelter entries during year 3 was 91 days. Intentional efforts to increase diversionary programing for shelter residents, and coordination between shelter and housing programs have resulted in shorter shelter stays and increased exits to housing. To clarify, this metric is different than the length of time program participants are in our system before they are housed. Participants in year 3 are in SHS programs on average 90 days before being housed (this number is shorter than average shelter stay length because some participants skip shelter entirely and move directly into housing.	The Washington County SHS System of Care will coordinate and strategize investments for Shelter and Transitional Housing; To coordinate long-term system goal, phasing investments requires evaluation of progress and adjustment of programmatic approaches including housing outcomes over time.
Create new graduation and housing retention approaches for households no longer in need of intensive	We understand that many households can reach a level of stability that would allow them to exit intensive support services and maintain their housing independently with minimal supports. These exits will support the inflow by allowing support services to be available to new	Y	We launched the RLRA only program in the spring of 2024, which allows households to continue to receive RLRA funding for stable rent assistance, without unnecessary case management.	Demonstrate housing placement and stability outcomes that advance racial equity and functionally end chronic homelessness with year over year system improvements and regional coordination.; Establish consistent definitions, standards of care and evaluation practices to improve service provisions and outcomes.

support services	households entering the system. This year, Washington County will implement a strategy that will create additional housing services capacity in our system, while providing just the right level of service needed for those in our housing programs.			
Launch new programs to improve system performance including Recuperative Care and youth focused housing programs	While many new housing programs have been launched and are robustly serving our communities in new ways, some programming area gaps remain. In the third program year, Washington County will launch new programs to better serve homeless youth and homeless individuals who need medical care while staying in our shelter programs.	Y	Launched Low Acuity Transitional Services (LATS) Program launched in fall 2023. The youth-focused housing program was delayed and redesigned from a site-based program to expanded scattered-site rental opportunities for youth.	Create Supportive Housing Placements with Permanent Housing and Supportive Services; Building partnerships and programs with the Healthcare system to leverage investments and better serve people experiencing homelessness with significant healthcare needs.
Open 60 new year-round shelter beds to complete our shelter system capacity	Pod shelter programs, or “safe rest villages” are demonstrated successful programs in Washington County offering an alternative shelter option for community members. Temporary pod shelter programs will provide shelter system capacity in advance of permanent shelter sites that will sustain this compacity long term. Additionally, 30 more shelter beds are anticipated to open in Tigard at the new Project Turnkey site operated owned by Tualatin Valley Family Promise.	Y	See “Shelter Programs: A Steppingstone to Housing” section of Annual Report. At the end of the fiscal year, there were 420 shelter beds open in Washington County that are funded through SHS.	Add 250 year-round shelter beds in Washington County

Category 5: Misc. Annual Report Requirements from Metro

Description of SHS procurement processes in year 3 and how they were equitable and transparent.

The Homeless Services Division released three procurement processes in fiscal year 23/24. The first was the Beaverton Shelter Operator Request for Proposals (RFP), released in August of 2023, which sought proposals from qualified organizations to provide congregate shelter operations at the new 12,000 sq. ft. shelter in Beaverton. The second procurement was the Access Center Notice of Funding Opportunity (NOFO), released in February of 2024 which was a capital procurement seeking partnership with building or landowners to fund, develop, and support new Access Centers across the County. The third procurement process was a rolling RFP, opened each month for thirty days to seek proposals from affordable housing owners looking to add Permanent Supportive Housing services and/or RLRA vouchers into their development to further the county's goal of 500 Permanent Supportive Housing placements. The county also participated in a Metro led Request for Pre-Qualification, along with Clackamas and Multnomah Counties, to expand eligible SHS contract partners to address consulting needs (ranging from communications to human resources to compliance and more, for more details see Attachment I).

Prior to the launch of any procurement, the department notifies interested parties through various channels, like email lists, advisory body meetings, community convenings, and through newsletters. To ensure that all interested applicants are informed on the expectations of the procurement, the department holds pre-conference meetings one week into the open procurement. This ensures there is ample time for applicants to digest the information available to them. During these pre-conference meetings, county staff describe the key elements of the RFP/NOFO, review the application submittal requirements, and answer questions from interested applicants. The meetings are always recorded and posted to the procurement page for all applicants to review. In addition, the department opens an anonymous question portal to answer additional questions from potential applicants.

To ensure continued equity and transparency, the department launched the Equitable Procurement Technical Subcommittee of the Homeless Solutions Advisory Council in June. The subcommittee has completed onboarding and is providing input into the procedures for how procurement processes are conducted and how contracts are awarded. This subcommittee's first responsibility is to define local funding priorities for the annual Continuum of Care (CoC) HUD NOFO based on the information provided by the Performance Evaluation subcommittee.

Regional Long-term Rent Assistance Data

RLRA vouchers issued in year 3	393
Households newly leased up using RLRA in year 3	394
Total households in housing using RLRA in year 3	1262
Total households housed using an RLRA voucher since July 1, 2021	1375
Total people housed using an RLRA voucher since July 1, 2021	2321

Attachment B

SHS Funded Programs Overview

Program name	Program type	Date program launched (contract executed)	Capacity (beds, people that can be served, etc.)	Population A/B	Contracted provider(s)
Quality Assurance	Capacity Building	July 1, 2023	19 FTE across partner orgs	Pop A/B	Bienestar, Boys & Girls Aid, Centro Cultural, Community Action, Community Partners for Affordable Housing (CPAH), Easter Seals, Family Promise of Greater Washington County (GWC), Family Promise of Tualatin Valley (TV), Good Neighbor Center, Greater Good NW, HomePlate Youth, Immigrants and Refugee Community Organization (IRCO), Just Compassion, Native American Rehabilitation Organization (NARA), Open Door Housing Works, Project Homeless Connect, New Narrative, Sequoia, Urban League
Community Connect	Coordinated Entry System	July 1, 2023	Undefined	Pop A/B	Community Action
Housing Liaison Services Program	Navigation	July 1, 2023	Undefined	Pop A/B	Project Homeless Connect, Open Door Housing Works, Bienestar, New Narrative, Community Action, Greater Good, Centro, Family Promise of TV
Street Outreach	Outreach	July 1, 2023	Undefined	Pop A/B	Forest Grove Foundation, Greater Good, HomePlate, IRCO, Just Compassion, New Narrative, Open Door, Project Homeless Connect
Inclement Weather Shelter Resource Team	Outreach	July 1, 2023	NA	Pop A/B	Open Door
Eviction Prevention	Prevention	July 1, 2023	Undefined/ Targeted 1270 Households	Primarily serves Pop B (Pop A eligible)	Centro, Community Action
Housing Case Management Services	PSH	July 1, 2023	1550 Households	Primarily serves Pop A Pop B eligible (if 55+ and homeless)	Boys & Girls Aid, Bienestar, Centro, Community Action, CPAH, Centro, Easter Seals, Family Promise of GWC, Family Promise of TV, Good Neighbor Center, Greater Good, HomePlate, IRCO, Just Compassion, NARA, New Narrative, Open Door, Project Homeless Connect, Sequoia Mental Health Services, Urban League

Permanent Supportive Housing Clinical Case Management Services - Heartwood	PSH	July 1, 2023	54 Units	Primarily serves Pop A Pop B eligible (if 55+ and homeless)	Sequoia Mental Health Services, CPAH, CDP Oregon LLC (Cornerstone Community Housing)
Permanent Supportive Housing Case Management Services - Viewfinder	PSH	Feb. 1, 2024	6 Units	Primarily serves Pop A Pop B eligible (if 55+ and homeless)	Project Homeless Connect
Rapid Re-Housing & Homelessness Prevention	RRH	July 1, 2023	652 Households	Primarily serves Pop B (Pop A eligible)	Boys & Girls Aid, Bienestar, CPAH, Centro, Easter Seals, Family Promise of WC, Family Promise of TV, Good Neighbor Center, Greater Good, HomePlate, IRCO, Just Compassion, NARA, New Narrative, Open Door, Project Homeless Connect, Sequoia, Urban League
Alternative Shelter	Shelter	July 1, 2023	90 Units	Pop A/B	Open Door
Congregate Shelter	Shelter	July 1, 2023	115 persons	Pop A/B	Just Compassion, Open Door, Boys & Girls Aid
Non-Congregate Shelter	Shelter	July 1, 2023	205 Units	Pop A/B	Centro, Project Homeless Connect, Family Promise of TV
Inclement Weather Shelter	Shelter	July 1, 2023	Undefined	Pop A/B	Project Homeless Connect, Just Compassion
Recuperative Care	Shelter	July 1, 2023	10	Pop A/B	Greater Good
Furniture Services	Support Services	July 1, 2023	NA	Pop A/B	Oregon Community Warehouse
Housing Careers	Workforce	July 1, 2023	Undefined	Pop A/B	Open Door, Worksystems

Attachment C

SHS Service Provider Contracts

For services to be delivered July 1, 2023 to June 30, 2024 – Multicomponent Contracts Only

Name of provider	Programs/ services in contract	Culturally specific provider? Y/N	Population served (Black, Indigenous, etc.)	FY 23-24 contract amount	Total invoiced in FY 23-24	Total paid in FY 23-24
Bienestar Inc	Housing Liaison Services, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	Latine, Black, Indigenous and People of Color, Families, Adults	1,520,116	1,036,881	1,036,881
Boys & Girls Aid Society of Oregon	TAY Youth Congregate Shelter, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Transitional Age Youth	678,051	509,280	509,280
CDP Oregon LLC	Permanent Supportive Housing (PSH) Resident Services at the Viewfinder		Viewfinder residents	133,000	106,602.46	106,602.46
Centro Cultural of Washington County	Casa Amparo Non-Congregate Shelter, Centro Motel Non-Congregate Shelter, Shelter Housing Liaison Services, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	Latine, Families	9,010,027	8,060,989	8,060,989
Community Action Organization	Housing Liaison Services (HL), Housing Case Management Services (HCMS), Quality Assurance, and Community Connect		All eligible SHS program participants	9,764,496	9,443,985	9,443,985
Community Partners for Affordable Housing	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Permanent Supportive Housing (PSH), and Quality Assurance		Adults	948,635	671,963	671,963
Easter Seals Oregon	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Adults ages 55+	976,453	627,773	627,773
Family Promise of Greater Washington County	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Families	762,847	457,438	457,438

Family Promise of Tualatin Valley	Tigard Non-Congregate Emergency Shelter, Housing Liaison Services (HL). Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Families	4,357,041	3,912,900	3,912,900
Forest Grove Foundation	Street Outreach		All eligible SHS program participants	306,102	341,233	341,233
Good Neighbor Center	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Families	1,137,459	755,973	755,973
Greater Good Northwest	Street Outreach, Hillsboro Non-Congregate Shelter, Housing Liaison Services, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	Families, Transitional Age Youth, Adults, Adults ages 55+	4,265,682	3,322,439	3,322,439
HomePlate Youth Services	Street Outreach, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Families, Transitional Age Youth	1,217,339	970,262	970,262
Immigrant & Refugee Community Organization	Street Outreach, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	Immigrants and refugees, Families, Adults ages 55+	2,052,843	1,043,681	1,043,681
Just Compassion of East Washington County	Street Outreach, Beaverton Congregate Shelter, Tigard Congregate Shelter, Inclement Weather Shelter, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Adults	3,610,266	3,358,377	3,358,377
Native American Rehabilitation Association of the Northwest Inc	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	American Indian/Alaska Native, Families, Adults ages 55+	820,362	227,001	227,001
New Narrative	Street Outreach, Housing Liaison Services (HL), Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Adults	1,840,081	1,370,252	1,370,252

Open Door Housing-Works	Street Outreach, Hillsboro Congregate Shelter, Inclement Weather Shelter/Resource Team, Alternative Pods, Alternative Pods Site Preparation, Alternative Pods, Housing Liaison Services (HL), Rapid Re-Housing (RRH), Housing Case Management Services, (HCMS), Quality Assurance, and Housing Careers Program, Operational services for the Hillsboro Alternative Shelter Pods		All eligible SHS program participants	9,033,799	7,180,509	7,180,509
Oregon Community Warehouse Inc	Household Supplies		All eligible SHS program participants	1,050,000	717,900	717,900
Project Homeless Connect Washington County	Street Outreach, Motel Non-Congregate Shelter, Inclement Weather Shelter, Housing Liaison Services, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Adults	5,214,411	4,508,257	4,508,257
Sequoia Mental Health Services	Housing Case Management Services (HCMS), Permanent Supportive Housing (PSH), and Quality Assurance		Adults	1,222,367	752,658	752,658
Urban League of Portland	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	Black, Indigenous, People of Color, Adults	745,790	573,366	573,366
Virginia Garcia Memorial Health Center	Culturally Specific Administrative Support, and Recuperative Care Services	Y	Black, Indigenous and People of Color, and other culturally specific services	335,499	332,934	332,934
Worksystems Inc	Housing Careers		SHS program participants with lived experience of homelessness	1,200,401	678,729	678,729

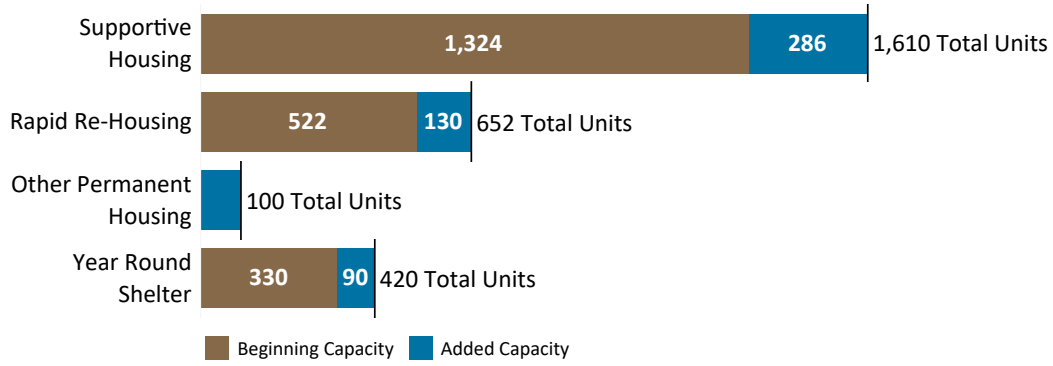
Attachment D

SHS Annual Performance Metrics

SHS Outcome Metric 1: System Capacity

Number of housing and shelter units created and maintained through SHS funds

Number of Housing or Shelter Units Created and Total Capacity



SHS Outcome Metric 3.1: Total Households and Individuals Served by Program Type

Number of households and individuals served by SHS programs at any point during the reporting period. For Housing Programs, this count includes people who were enrolled and not yet housed.

Total HOUSEHOLDS Served by Program Type

Total Unique Households Served		5,694
Access Programs	Shelter & Transitional Housing	1,367
	Street Outreach	1,061
	Services Only	564
Housing Programs	Supportive Housing	1,574
	Rapid Re-Housing	666
	Other Permanent Housing	6
	Prevention	1,569

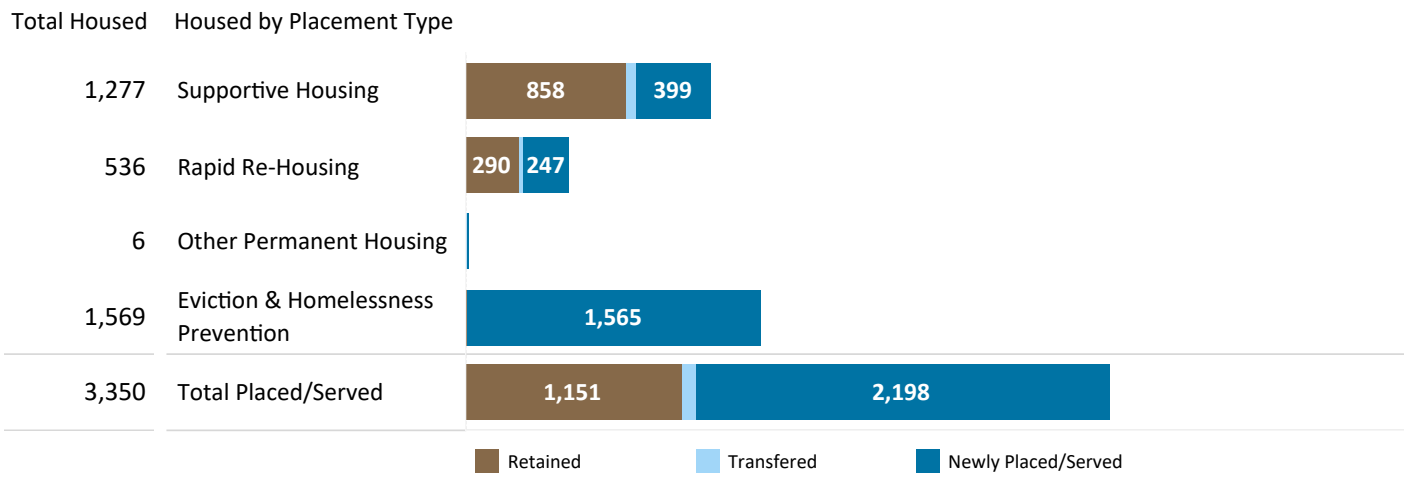
Total INDIVIDUALS Served by Program Type

Total Unique Individuals Served		10,466
Access Programs	Shelter & Transitional Housing	1,844
	Street Outreach	1,192
	Services Only	651
Housing Programs	Supportive Housing	2,559
	Rapid Re-Housing	1,559
	Other Permanent Housing	6
	Prevention	4,451

SHS Outcome Metric 3.2: Housing Placements & Homelessness Preventions

Number of housing placements and homelessness preventions, by housing intervention type (e.g. supportive housing, rapid rehousing).

HOUSEHOLDS Placed into Housing Programs or Receiving Eviction Prevention resources



Households newly housed and retained in projects during the reporting period. Households in permanent housing projects must have a valid housing move-in date.

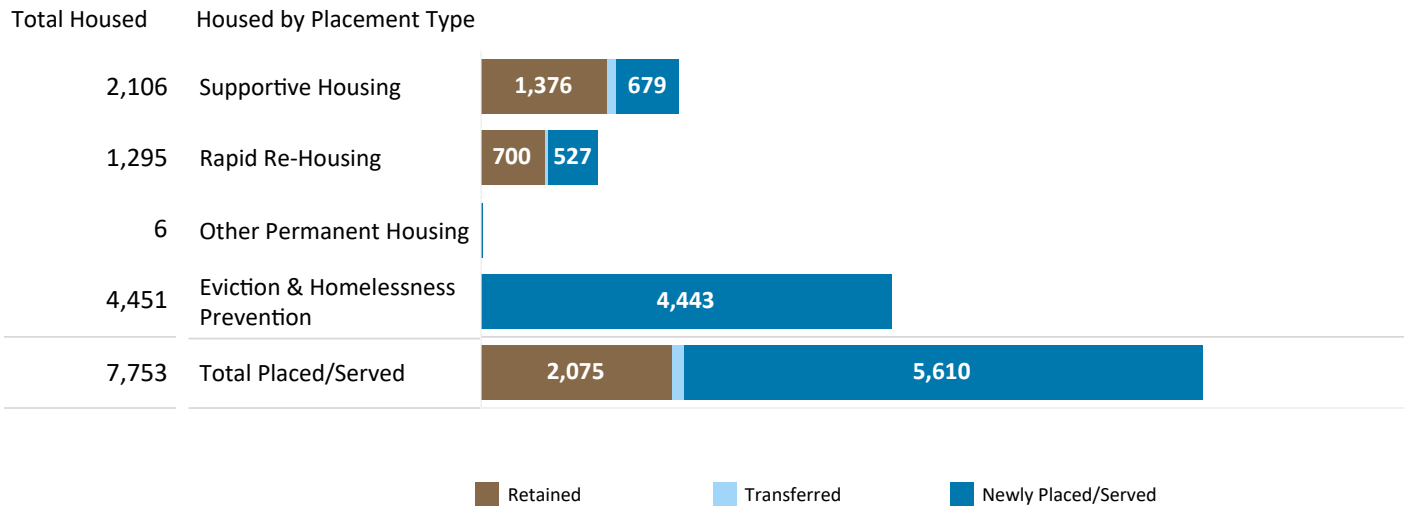
Retained refers to households who moved into housing in a prior reporting period and were still in the same housing program at some point during the current reporting period

Transfered refers to households who were housed with one provider/program and then moved to another housing provider or program while still housed. Some Transfer Placements may occur during the same reporting period as the initial placement and households may be counted in both groups.

Newly Placed/Served refers to households who moved into housing during the reporting period or received Eviction Prevention funds

Note: Households may get counted in multiple buckets depending on the situation, so the total number on the left side may not match up with adding the numbers from the placement types.

INDIVIDUALS Placed into Housing Programs or Receiving Eviction Prevention Resources



SHS Outcome Metric 4: Housing Retention Rates

This will measure if housing stability is achieved with supportive housing.

SHS Household Retention Rates

Households who were retained in housing after at 1 year

% of HOUSEHOLDS Retained in All Housing Programs

92%

Households Retained in Housing	**835**
Households in Retention Evaluation Population	**912**

% of HOUSEHOLDS Retained by Program Type

Supportive Housing	**92%**	Households Retained in Housing	**820**
		Households Housed in Year Prior to Reporting Period	**890**
Rapid Re-Housing	**81%**	Households Retained in Housing	**22**
		Households Exiting to PH in Year Prior to Reporting Period	**27**

Households are considered to have been retained in supportive or permanent housing if they were housed at some point in the year prior to the reporting period and were either:
1. Still in the housing program at the end of the reporting period
Or
2. Had exited to a permanent housing destination at some point and had not returned to the homeless services system as of the end of the reporting period

Households are considered to have been retained in Rapid Re-housing if they exited RRH to a permanent housing destination at some point in the year prior to the reporting period and either:
1. Did not return to homeless services by the end of the reporting period
Or
2. Were housed in another housing program at the end of the reporting period

For this program year, we had an extremely small sample size for evaluating retention due to this program being new. The low retention rate is not necessarily indicative of how this program will perform on an ongoing basis.

Note: Some households exiting to certain destinations are excluded from this metric in alignment with the HUD SPM methodology

SHS Outcome Metric 5: Length of Homelessness and Returns to Homelessness

'Length of homelessness' and 'returns to homelessness'. These will measure how effectively the system is meeting the need over time.

Length of Homelessness (Years)

Length of time between approximate date homelessness started (prior to system or program entry) and the last day of the reporting period (if unhoused) or Housing Move-in Date (if housed) for those enrolled in a SHS program.



Note: Unhoused is anyone with an open entry into any SHS funded Shelter or Street Outreach program with a homeless Prior Living Situation.

HOUSEHOLD Returns to Homelessness Services

Households who exited a SHS program to a permanent housing destination, and returned to the homelessness services system within two years of exit.

15.2%

HHs Returned	**174**
HHs Exited to PH	**1,143**

Households are considered to have returned to services if they have an entry in an CES, ES, SO, or TH project anytime after exiting to a PH destination.

Returns by SHS Program Type Exited

	% of HHs Returning	HHs Returned	HHs Exited to PH
Supportive Housing	10%	19	189
Rapid Re-housing	21%	35	168
Street Outreach	14%	30	213
Services Only	19%	39	206
Shelter & Transitional Housing	14%	67	477

Attachment E

System Annual Performance Metrics

Outcome Metric 1: System Capacity

Number of supportive housing units created and total capacity, compared to households in need of supportive housing. This will measure change in supportive housing system capacity and need over time. Supportive housing includes long-term housing programs that offer wraparound support services in addition to rental assistance.

Number of supportive housing units created and total capacity



Compared to known Population A Households engaged with our housing services system

(estimates need for supportive housing)



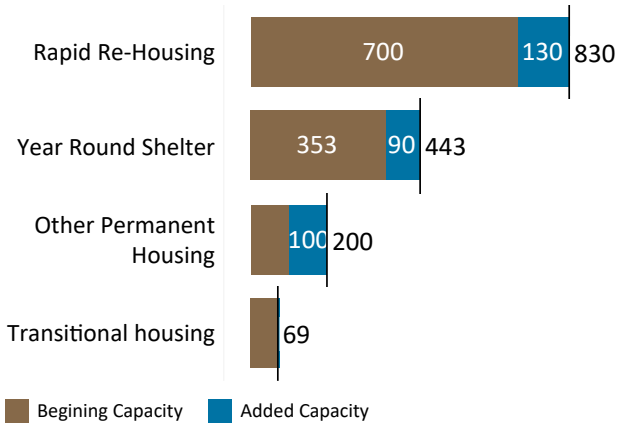
Households in Need are defined as households who meet the SHS Population A definition and then classified by the status of their needs:

1. **Households with needs Met** are households that have been placed in a housing program (supportive housing or other housing program)

2. **Households with needs Partially Met** are households that have been connected to a housing program, but have not moved into housing yet

3. **Households with needs Unmet** are households that are either on our CES waitlist, staying in Shelter, or working with Street Outreach that are waiting to be connected to a housing resource

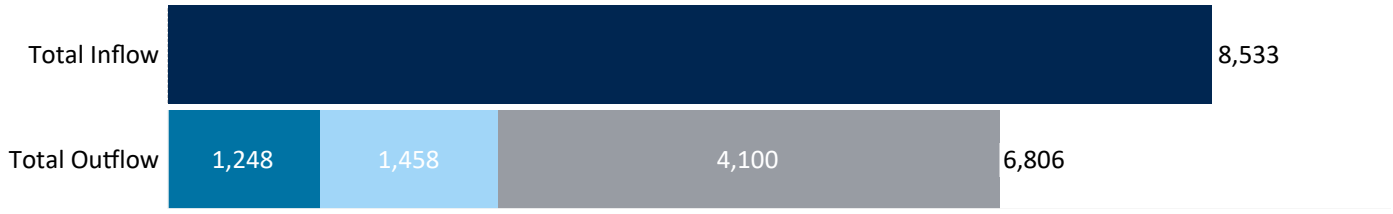
Other non-supportive housing and shelter options that provide system capacity



Outcome Metric 2: Programmatic Inflow and Outflow

Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year. This will measure programmatic inflow and outflow.

Annual HOUSEHOLD Inflow and Outflow



Inflow is anyone newly identified as homeless in the reporting period through an entry into an access program (Coordinated Entry, Shelter, or Street Outreach)

System Placement includes all households or individuals who were housed via a housing program or received eviction prevention funds that are part of the County homeless services system

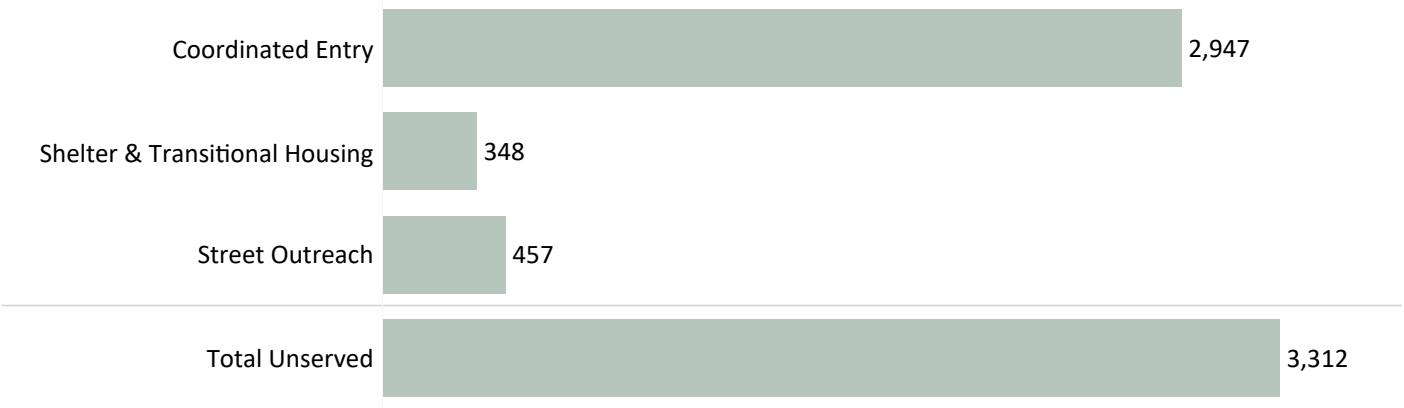
Positive Exit includes all households or individuals who exited an access program with a permanent housing destination, but was not placed in a housing program in our system

Other includes all households or individuals who exited Coordinated Entry, Shelter, Street Outreach, or Transitional Housing to a non-permanent housing destination and we are not able to determine if their housing crisis was resolved or not

Note: Homelessness Preventions Households receiving Eviction or Homelessness Prevention funds are only counted in Outflow if they were included in the Inflow count prior to receiving prevention funds

of HOUSEHOLDS Unserved by Entry Point

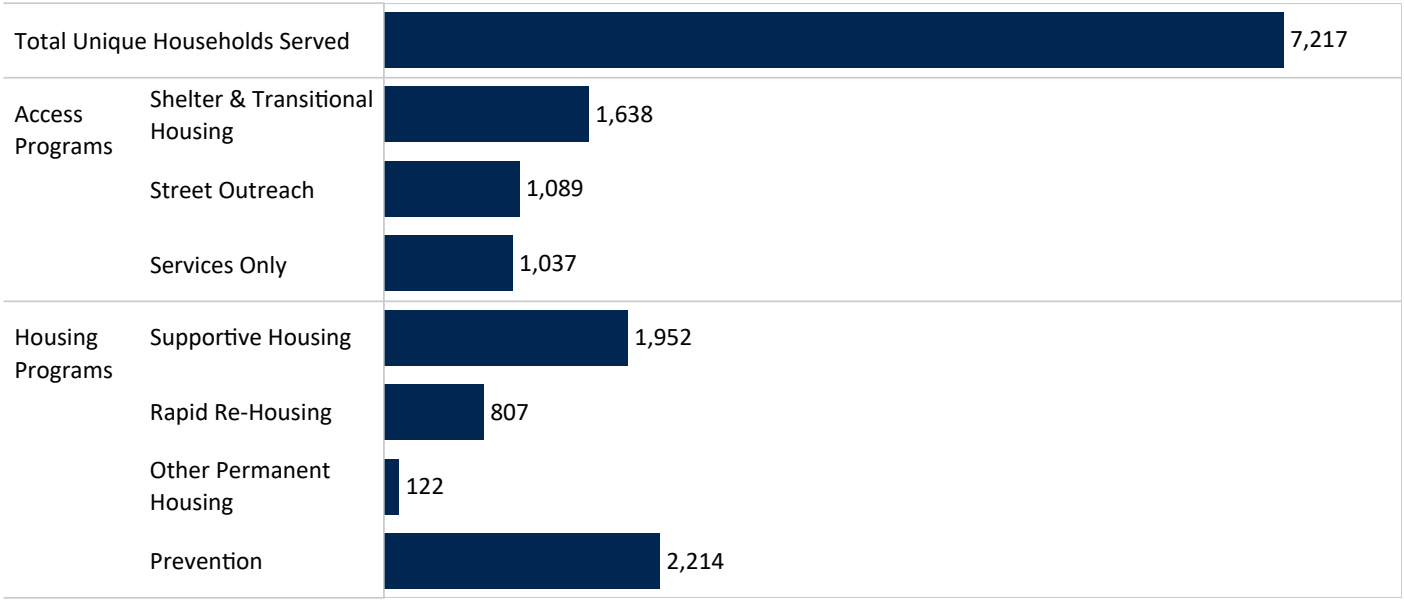
Number of households with an open entry at the end of the program year. This includes households that carried their need over from a prior reporting period. This represents all households waiting in our system regardless of their SHS Priority Population designation.



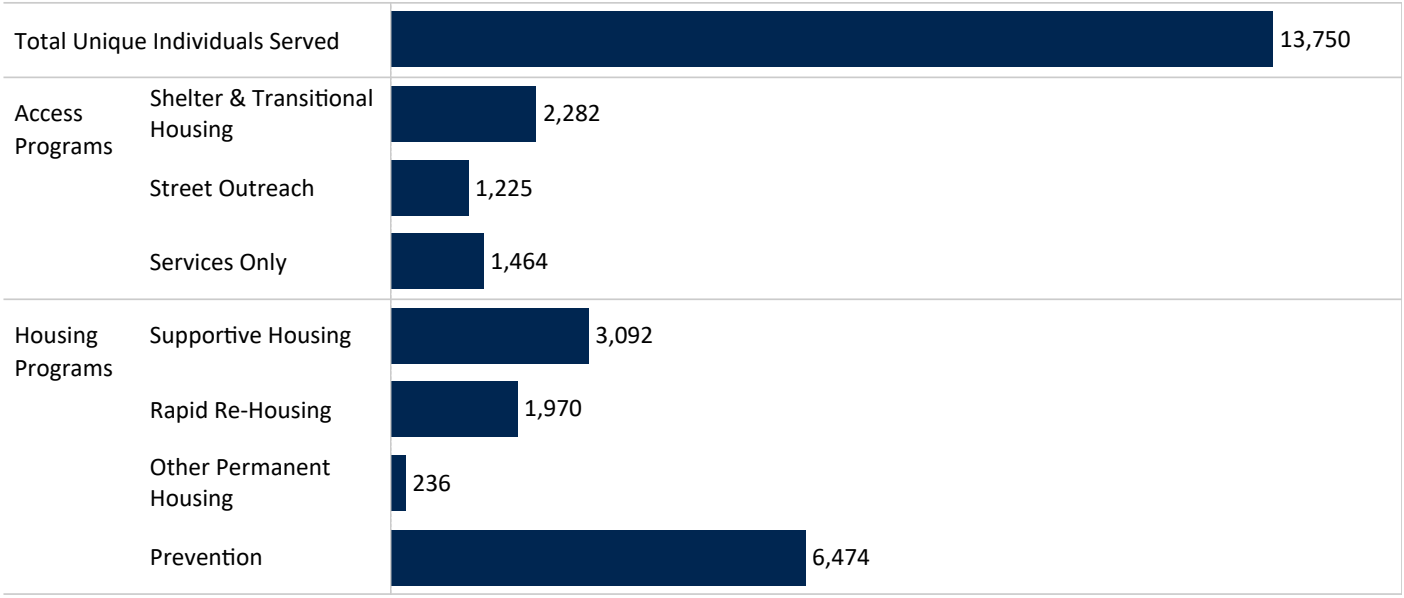
Outcome Metric 3.1: Total Households and Individuals Served by Program Type

Number of households and individuals served in our system at any point during the reporting period. For Housing Programs, this count includes people who were enrolled and not yet housed.

Total HOUSEHOLDS Served by Program Type



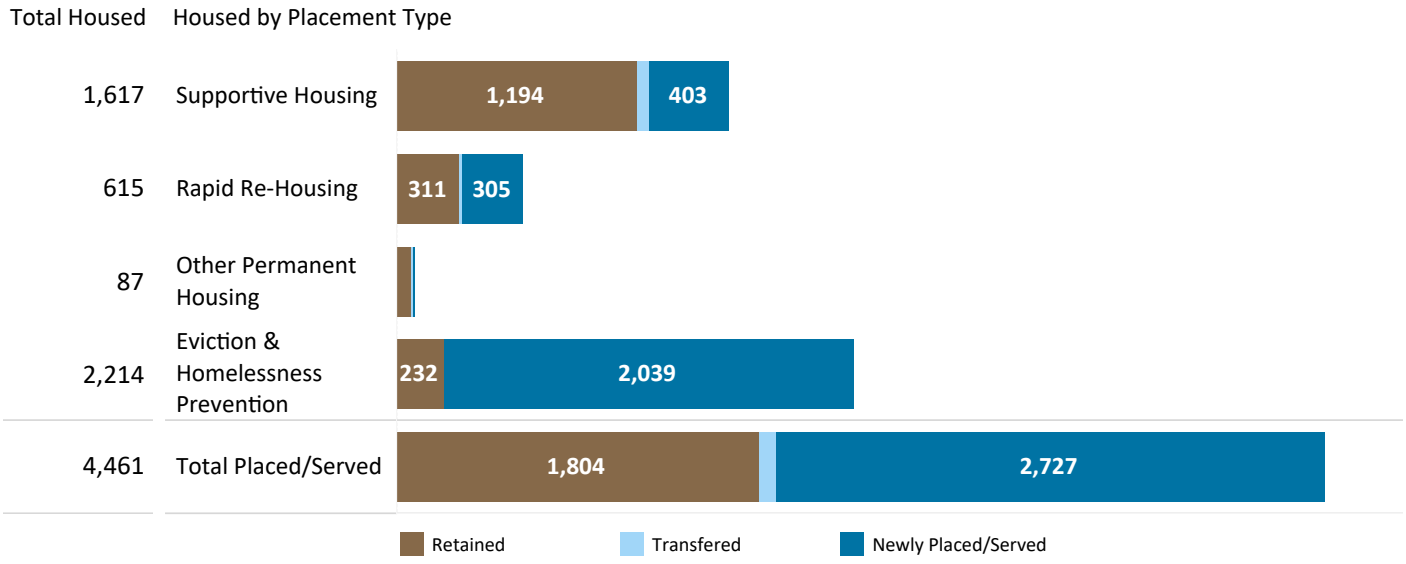
Total INDIVIDUALS Served by Program Type



Outcome Metric 3.2: Housing Placements & Homelessness Preventions

Number of housing placements and homelessness preventions, by housing intervention type (e.g. supportive housing, rapid rehousing).

HOUSEHOLDS Placed into Housing Programs or Receiving Eviction Prevention Resources



Households newly housed and retained in projects during the reporting period. Households in permanent housing projects must have a valid housing move-in date.

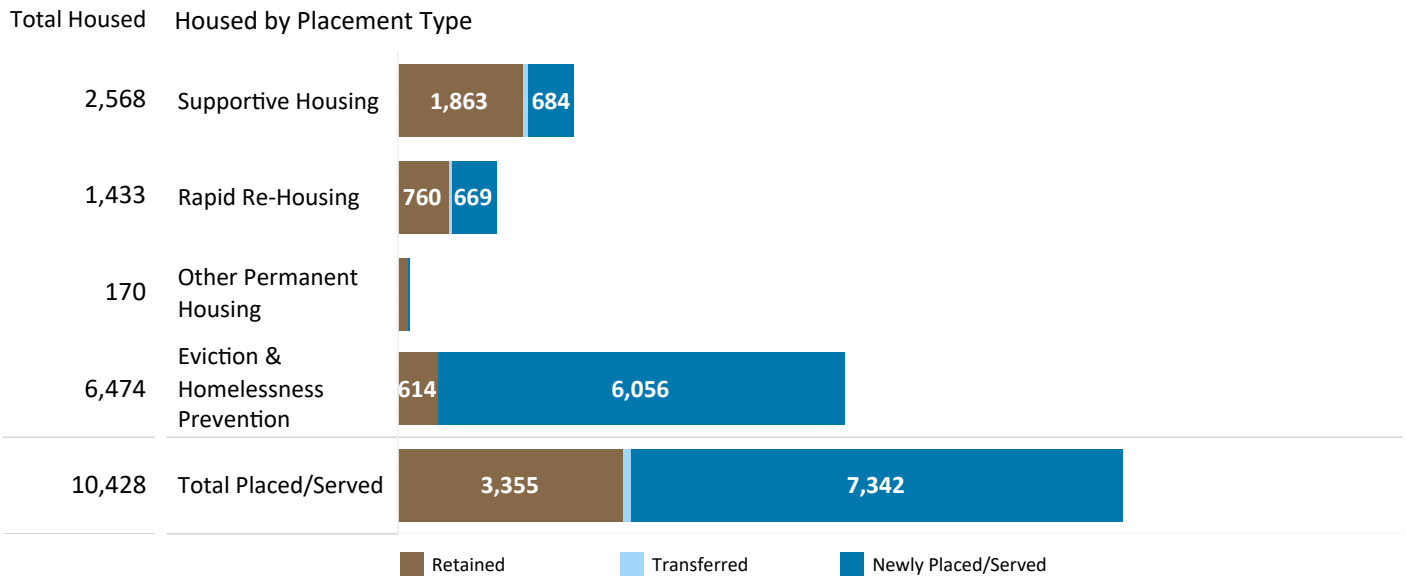
Retained refers to households who moved into housing in a prior reporting period and were still in the same housing program at some point during the current reporting period

Transfered refers to households who were housed with one provider/program and then moved to another housing provider or program while still housed. Some Transfer Placements may occur during the same reporting period as the initial placement and households may be counted in both groups.

Newly Placed/Served refers to households who moved into housing during the reporting period or received Eviction Prevention funds

Note: Households may get counted in multiple buckets depending on the situation, so the total number on the left side may not match up with adding the numbers from the placement types.

INDIVIDUALS Placed into Housing Programs or Receiving Eviction Prevention Resources



Outcome Metric 4: Housing Retention Rates

This will measure if housing stability is achieved with supportive housing.

Household Retention Rates

Households who were retained in housing after at 1 year

% of HOUSEHOLDS Retained in All Housing Programs

94%

Households Retained in Housing	**1,678**
Households in Retention Evaluation Population	**1,788**

% of HOUSEHOLDS Retained by Program Type

Supportive Housing	**96%**	Households Retained in Housing	**1,496**
		Households Housed in Year Prior to Reporting Period	**1,559**
Other Permanent Housing	**87%**	Households Retained in Housing	**76**
		Households Housed in Year Prior to Reporting Period	**87**
Rapid Re-Housing	**87%**	Households Retained in Housing	**150**
		Households Exiting to PH in Year Prior to Reporting Period	**173**

Households are considered to have been retained in supportive or permanent housing if they were housed at some point in the year prior to the reporting period and were either:
1. Still in the housing program at the end of the reporting period
Or
2. Had exited to a permanent housing destination at some point and had not returned to the homeless services system as of the end of the reporting period

Households are considered to have been retained in Rapid Re-housing if they exited RRH to a permanent housing destination at some point in the year prior to the reporting period and either:
1. Did not return to homeless services by the end of the reporting period
Or
2. Were housed in another housing program at the end of the reporting period

Note: Some households exiting to certain destinations are excluded from this metric in alignment with the HUD SPM methodology

Outcome Metric 5: Length of Homelessness and Returns to Homelessness

'Length of homelessness' and 'returns to homelessness'. These will measure how effectively the system is meeting the need over time.

Length of Homelessness (Years)

Length of time between approximate date homelessness started (prior to system or program entry) and the last day of the reporting period (if unhoused) or Housing Move-in Date (if housed).



Note: Unhoused is anyone with an open entry into CES, ES, SO, or TH with a homeless Prior Living Situation.

Household Returns to Homelessness Services

Households who exited the homelessness services system to a permanent housing destination, and returned to the homelessness services system within two years of exit.

% of HOUSEHOLDS Returning to Homelessness Services		
	HHs Returned	**1,137**
19.9%	HHs Exited to PH	**5,706**

Households are considered to have returned to services if they have an entry in an CES, ES, SO, or TH project anytime after exiting to a PH destination.

Returns by Program Type Exited

		% of HHs Returning	HHs Returned	HHs Exited to PH
Housing Programs	Supportive Housing	11%	24	225
	Rapid Re-housing	31%	165	529
Access Programs	Shelter & Transitional Housing	15%	112	727
	Street Outreach	14%	31	217
	Coordinated Entry	23%	466	2,024
	Services Only	20%	673	3,384

Attachment F

Equity Analysis

Washington County is committed to advancing racial equity work through our housing work. This work includes strengthening avenues for public participation through our advisory bodies, conducting bi-annual racial equity analysis to better understand who our system is currently serving, where the need is in our community, and the gaps between Black, Indigenous, and people of color (BIPOC) experiencing poverty and accessing housing services. As we continue to serve BIPOC program participants, we are also assessing and encouraging greater workforce racial diversity and supporting our culturally specific service providers. We are proud to report strong outcomes in serving BIPOC program participants and addressing housing access disparities, while still exploring the ways our system can improve in the future.

Advancing racial equity through representation in decision-making

Consistent with regional goals to increase access and inclusion in our community advisory bodies, Washington County has modernized our governance structure to ensure policy guidance, program oversight, and public transparency with diverse voices and representation from across Washington County. This included a "One Governance" initiative to align multiple advisory bodies into a single governance structure. The new Homeless Solutions Advisory Council or the "Solutions Council" launched in January 2024 with 10 members, the demographics of the members are listed in the pie chart below. The Solutions Council currently hosts three important subcommittees: Performance Evaluation, Lived Experience, and Equitable Procurement. While two members of the Solutions Council have lived experience of homelessness, the Lived Experience Advisory Body also supports decision making that centers the needs of those navigating our system.

In addition to the Solutions Council, Washington County convenes the Housing and Supportive Services Network (HSSN). HSSN, a network of hundreds of service provider and community partners, meets monthly and represents a diverse group of organizations and workers with lived experience. HSSN is engaged early in projects to inform values and criteria staff use to support decision making.

The Racial equity data analysis report

Washington County conducts a bi-annual data analysis to continue to understand racial and ethnic disparities in our community and track progress in our programs to mitigate these disparities. Our racial equity analysis uses two distinct approaches to evaluate how effective our programs are at reaching a diverse population.

First, the data is presented according to racial identities used in our HMIS reporting, with categories people are more likely to use to identify themselves, according to best practices in data equity reporting. This summary is found in the color block charts. These data sets also utilize an "alone or in combination" methodology – meaning that people get counted in each of the distinct racial groups they identify with. In these summaries, the percentage by each racial group will add up to more than 100% since people can be counted in multiple racial groups.

To properly understand how we are reaching communities in need, the analysis also compares our HMIS data to the population data sets that come from American Community Survey (ACS) data. The ACS data uses a different reporting methodology that groups people into a singular racial identity (called a "mutually exclusive" methodology). We adjust our data into the categories used by the ACS for all comparative analysis. In the report, bar charts with comparative population analysis typically follow the color block charts to illustrate how that particular service area compared to the population in poverty and the overall Washington County population.

Highlights from the racial equity data analysis

Housing Placements and Preventions programs from 7/1/21 through 6/30/2024 across Washington County's Homeless Services system have been very successful at reaching a diverse population. The diversity of our population served has increased with each fiscal year, which is predominantly due to the addition of programs that focus more on SHS Priority Population B (Rapid Re-Housing and Prevention). We have been most successful at reaching the Latine (41%) and Black (14%) populations in our programs, and have additional effort needed to increase reach to Asian American and Native American households in some services areas. Data charts are available at the end of this attachment.

Overall HMIS Data Analysis

Our homeless services system sees similar percentages by racial identity as it does for those served in our programs. We also recognize the data quality challenges as we are missing racial identifiers for 8% of our program participants. This is partially due to the early engagement our Street Outreach services provide, before trust with participants can be established. Our successes in reaching the Latine population have resulted in that population representing a lower proportion of those in need (28%) than we serve on average (41%).

HMIS Entry & Exit Data

Looking at the racial identities of those who entered our system at some point in FY 23-24, we see a similar diversity level as those awaiting services in our system. A significant portion of people did not report a racial identity (8%), most noticeable with those entering through our Street Outreach Services.

Regarding the racial identities of those who exited our system at some point in FY 23-24, we also see a similar diversity level as those entering the system. Additionally, a large portion of those who do not report their racial identity end up exiting to an unknown situation (10%). This could be people who had less system interaction and were exited due to our Community Connect inactive policy.

SHS specific data

Similar to the Washington County overall system housing placements, SHS programs have been successful at reaching a diverse population, increasing each fiscal year. This is predominantly due to the addition of programs that focus more on Population B (Rapid Re-Housing and Prevention). We have been most successful at reaching the Latine and Black populations in our programs. When comparing the population served to the percentage of the population experiencing poverty in Washington County, we have been successful at serving many communities at higher rates than they experience poverty. The Asian-American and Pacific Islander population remains the exception.

Supportive Housing (PSH and HCMS)

SHS Supportive Housing programs are the least successful at reaching a diverse group of individuals. However, these programs have still reached high rates of diverse populations. One significant group of note is the Native American population. We can see the impact of having a culturally specific provider serving this group. Other than the Asian population, Supportive Housing programs are serving populations at similar rates to the percentages of those groups experience poverty in Washington County.

Rapid Re-housing

SHS Rapid Re-Housing programs have been successful at reaching a diverse group of individuals. One significant stand out is the 39% of the individuals served that identify as Latine. The ability for Rapid Re-Housing providers to reach this population stands out very clearly when comparing the percentage served (40%) to the percentage of those experiencing poverty (27%) in Washington County. These programs have also succeeded in serving most other communities of color at higher rates than they experience poverty.

Prevention

SHS Eviction and Homelessness Prevention programs have been our most successful programs for reaching the Asian-American and Pacific Islander population, which are underserved in other programs. This program is even more successful than Rapid Re-Housing in its ability to reach a diverse group. It serves the lowest percentage of people who identify as "White: Non-Hispanic" (30%) of any of our current programs, while reaching other populations at higher rates than they experience poverty in the county.

Advancing racial equity through our providers and workforce

As the front line to those accessing services, Washington County racial equity efforts have been focused on supporting our providers. The County collaborates with 24 service providers, including seven culturally specific organizations, to enhance services and advance equity. All partner agencies engaged in at least one equity-focused training, covering topics like LGBT+ inclusion and housing inequities. The county allocated $235,000 in technical assistance grants to eight agencies and $1.7 million for capacity building projects across 14 agencies. Notably, the Housing Careers program enrolled 45 participants, with 42 completing their projects, and expanded its focus to general employment services.

Approximately 45% of staff at provider agencies have experienced housing instability, and many identify as people of color, with culturally specific providers offering higher pay for direct service roles. The county conducts biannual equity analyses of outcomes data to guide program improvements, revealing that programs serve higher percentages of Black, Indigenous, and Latine households compared to their representation in the general population.

Strategies to advance racial equity: next steps

The intentionality of partnering with multiple culturally specific organizations has yielded clear and demonstrated impacts for serving diverse populations, and Washington County is proud of our partnership that make that reach possible. However, we continue to see gaps in reaching Asian-American and Pacific Islander households.

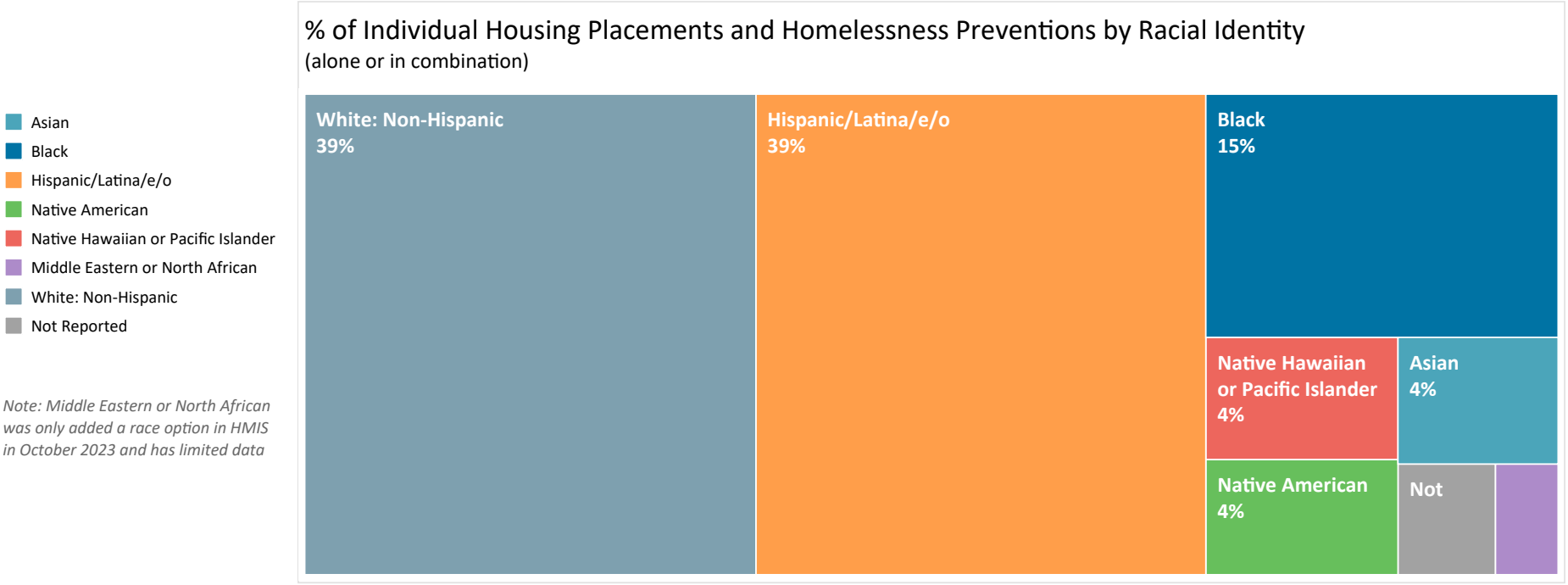
Participants identifying as Asian-American and Pacific Islander (AAPI) alone make up a smaller proportion of those that are either served (3%) or awaiting services in our system (3%) than the proportion of these individuals experience poverty in Washington County (8%). Although the SHS Eviction and Homelessness Prevention has shown success in serving this community, further strategies are being developed to address these disparities. We will prioritize renewed outreach to AAPI Community Based Organizations to generate feedback and recommendations unique to this population. We expect this work to take time, and we're committed to expanding equitable reach to all programs.

Internal improvements on our racial equity strategies are also underway. A recruitment for the first ever Homeless Services Equity Coordinator launched at the end of Program Year Three. With this new staff capacity, the county has expanded efforts to address longstanding disparities, particularly racial disparities, in housing outcomes. We will open new doors for culturally specific providers to provide direct feedback to county decision-makers, formalize a racial equity lens across the department, and increase investigation where our outcomes don't align with our goals. In Program Year Four, the counties and Metro are increasing regional coordination on equity advancements in the homeless services system. This includes sharing tools and approaches across the region that will help address disparities each county sees in their system.

Attachment F: Equity Analysis of System Outcomes

Housing Placements through 6/30/2024

When looking at the Housing Placements and Preventions from 7/1/21 through 6/30/2024 across our full Homeless Services system, it is clear that our programs have been very successful at reaching a diverse population. The diversity of our population served has increased with each fiscal year, which is predominantly due to the addition of programs that focus more on SHS Priority Population B (Rapid Re-Housing and Prevention). We have been most successful at reaching the Latine and Black populations in our programs.



Note: Middle Eastern or North African was only added a race option in HMIS in October 2023 and has limited data

	Placed FY22		Placed FY23		Placed FY24		Grand Total	
	# of Individuals	% of Individuals	# of Individuals	% of Individuals	# of Individuals	% of Individuals	# of Individuals	% of Individuals
Asian	9	1%	34	1%	338	5%	377	4%
Black	134	13%	325	14%	1,202	16%	1,611	15%
Hispanic/Latina/e/o	232	22%	949	41%	3,058	41%	4,042	39%
Native American	62	6%	152	6%	222	3%	417	4%
Native Hawaiian or Pacific Islander	33	3%	101	4%	314	4%	437	4%
Middle Eastern or North African			17	1%	117	2%	129	1%
White: Non-Hispanic	668	63%	971	41%	2,576	35%	4,069	39%
Not Reported	9	1%	22	1%	176	2%	205	2%

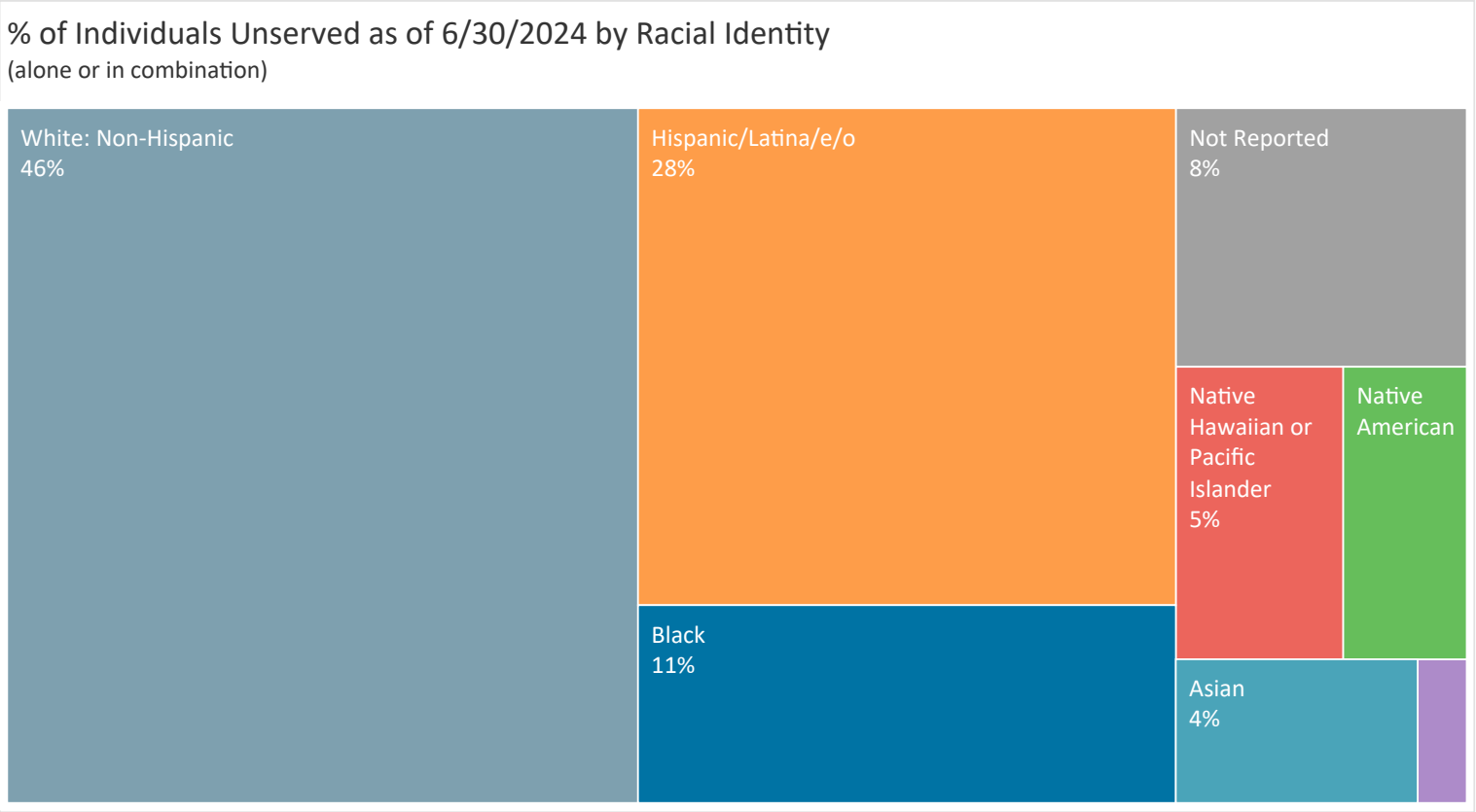
Equity Analysis for those Awaiting Services

as of 6/30/2024

Looking at our system as a whole and who is still in need, we see similar percentages by racial identity as we do for those served in our programs. Though we do have more data quality challenges with missing racial identities for 8% of those still in need. This is partially due to the early engagement our Street Outreach services provide, before trust is established. Our successes in reaching the Latine population has resulted in that population representing a lower proportion of those in need than we serve on average.

- Asian
- Black
- Hispanic/Latina/e/o
- Native American
- Native Hawaiian or Pacific Islander
- Middle Eastern or North African
- White: Non-Hispanic
- Not Reported

Note: Middle Eastern or North African was only added a race option in HMIS in October 2023 and has limited data

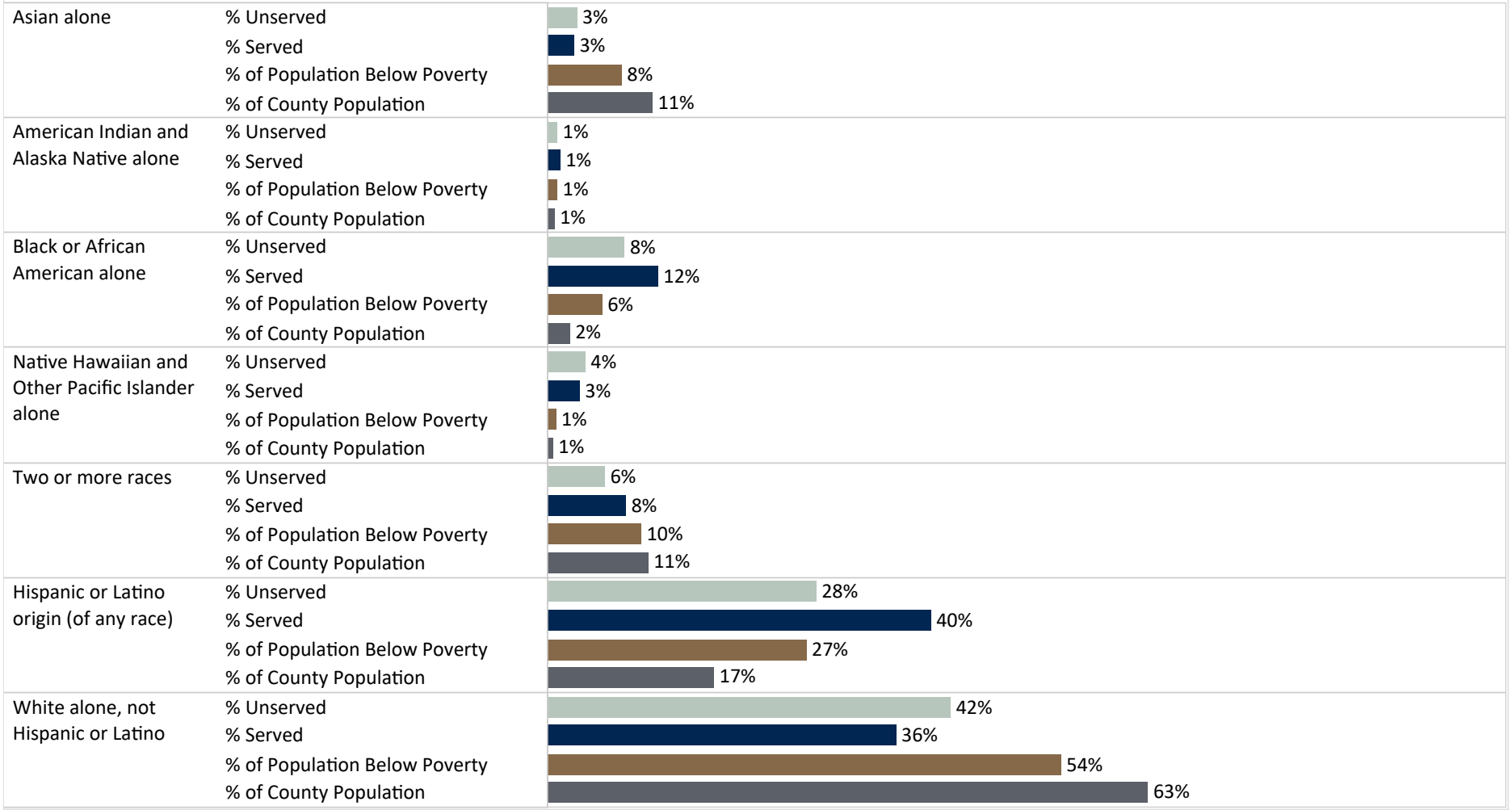


	# Unserved	% of Individuals Unserved
Asian	225	4%
Black	684	11%
Hispanic/Latina/e/o	1,721	28%
Native American	233	4%
Native Hawaiian or Pacific Islander	315	5%
Middle Eastern or North African	45	1%
White: Non-Hispanic	2,820	46%
Not Reported	486	8%

How do the populations in need of housing programs compare to the overall population and populations in poverty in Washington County?

Those remaining unserved in our system make up a smaller percentage of the population experiencing poverty for most racial groups, and we are typically serving these groups at a higher rate than they are being left unserved. That said, our system has struggled to reach the Asian population. Those identifying as Asian make up a smaller proportion of those that are either served or awaiting services in our system than the proportion of these individuals experience poverty in Washington County.

% of Individuals awaiting services or served by Housing Programs by Racial Identity in comparison to the population
(mutually exclusive)

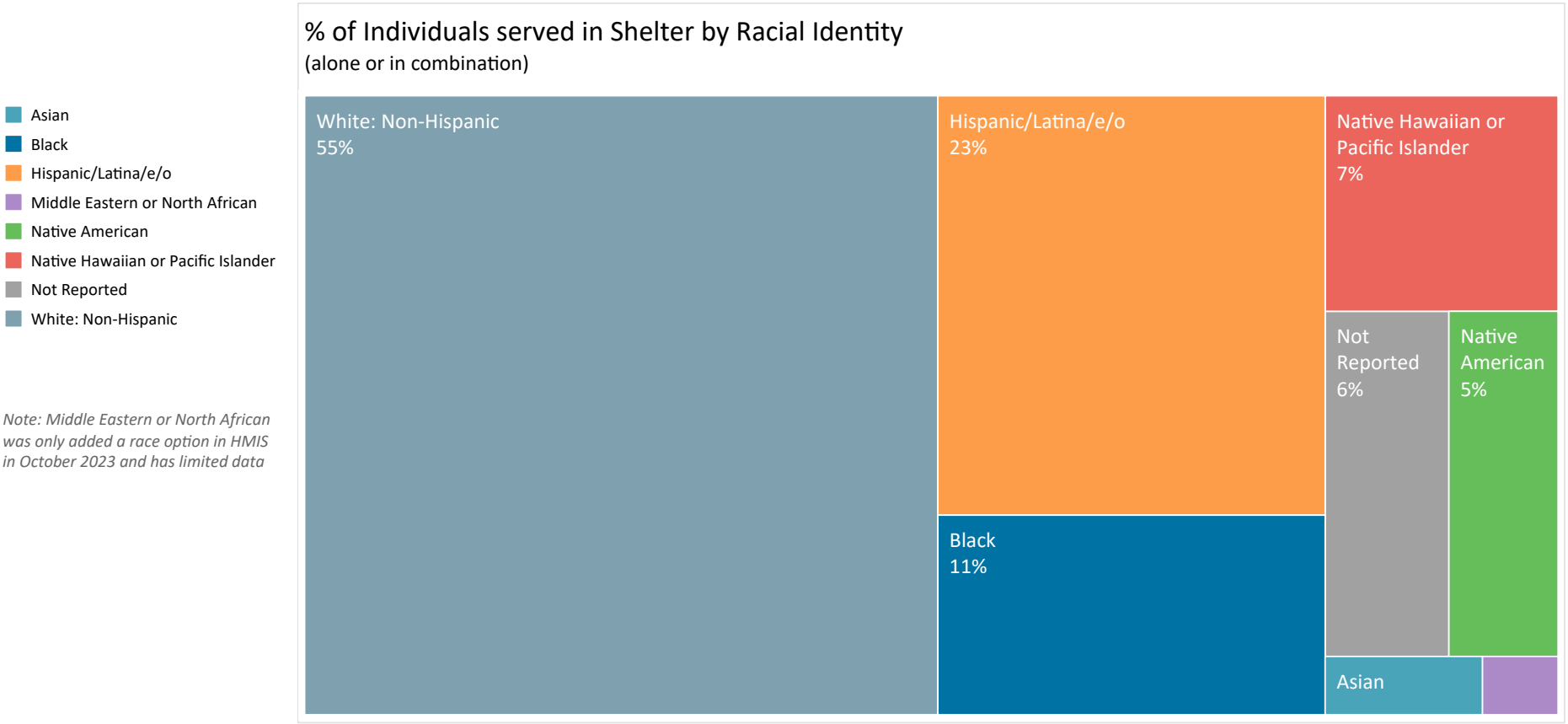


Population data is from the American Community Services 2022 poverty data found at:
https://data.census.gov/table?q=S1701%20&g=050XX00US41067&y=2022&d=ACS%201-Year%20Estimates%20Subject%20Tables

Equity Analysis for those Served in Shelter

for the period from 7/1/2023 to 6/30/2024

Our Shelter system has been the least successful at serving the Asian and Latine communities, though it also has some data quality challenges with 6% of the population served not having a racial identity reported. Shelters do serve a similar rate of other communities of color as our housing programs.

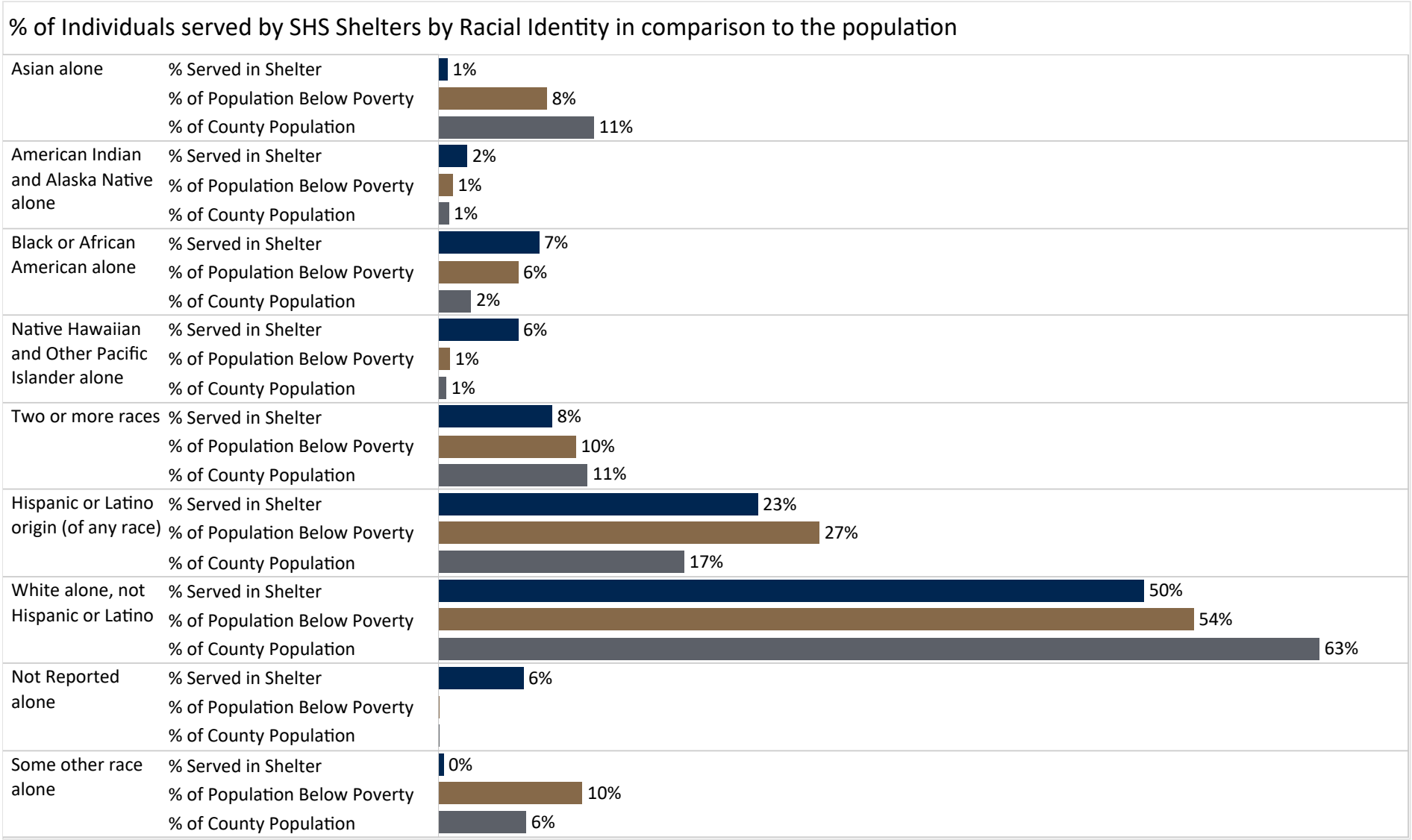


Note: Middle Eastern or North African was only added a race option in HMIS in October 2023 and has limited data

	# of Individuals	% of Individuals Served
Asian	27	1%
Black	230	11%
Hispanic/Latina/e/o	481	23%
Native American	112	5%
Native Hawaiian or Pacific Islander	149	7%
Middle Eastern or North African	13	1%
White: Non-Hispanic	1,164	55%
Not Reported	128	6%

How do the populations served in Shelter compare to the overall population and populations in poverty in Washington County?

Our Shelters have been successful at serving most population groups at higher rates than those experiencing poverty. The most notable exceptions are the Asian and Latine communities.

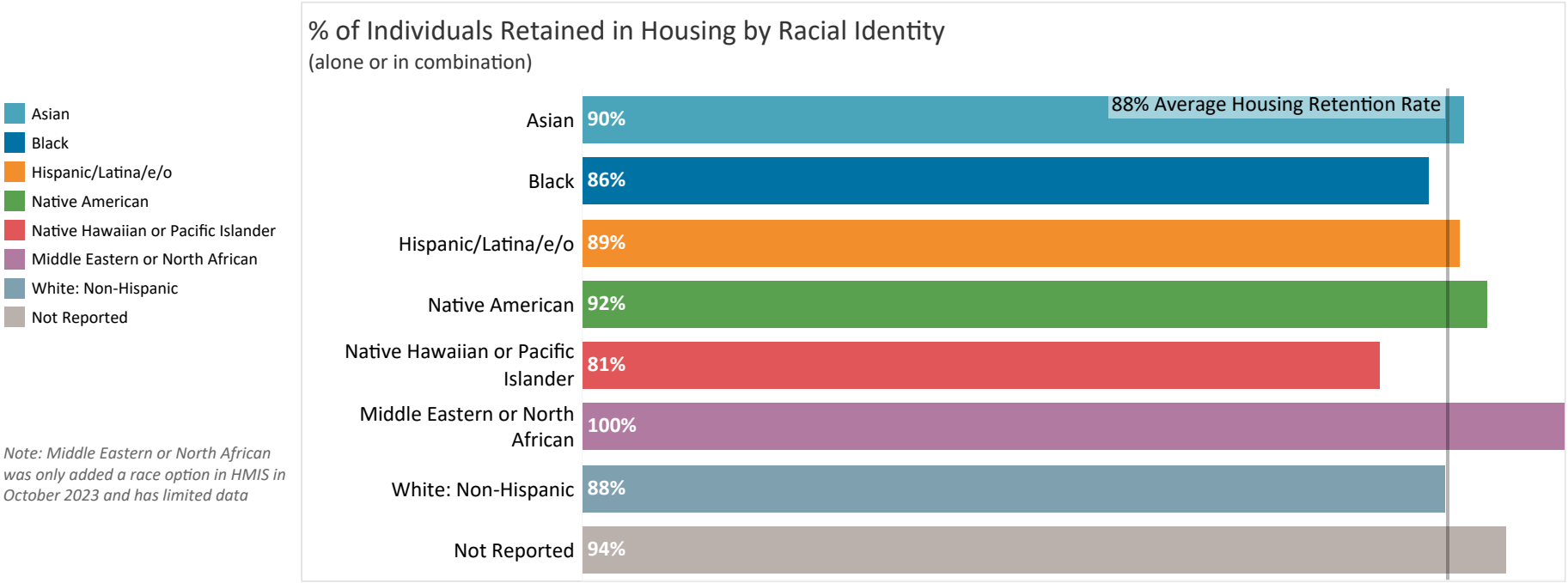


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https://data.census.gov/table?q=S1701%20&g=050XX00US41067&y=2022&d=ACS%201-Year%20Estimates%20Subject%20Tables

Equity Analysis for Housing Retention Rates

for those housed at some point in FY 22-23 who retained their housing as of 6/30/2024 (please see attachment E for more details on Retention)

We do not see significant variance in the housing retention rates by racial identity with a few exceptions. Native Hawaiian and Pacific Islanders have a lower retention rate than average and this could be partially due to a lower sample size. Sample size is a similar challenge for the those identifying as Middle Eastern or North African since we have only served 9 individuals in this group. We see more variance across racial groups for our Rapid Re-housing and Other Permanent Housing program types though those programs also had a very low sample size and it is unclear if these variances are significant.



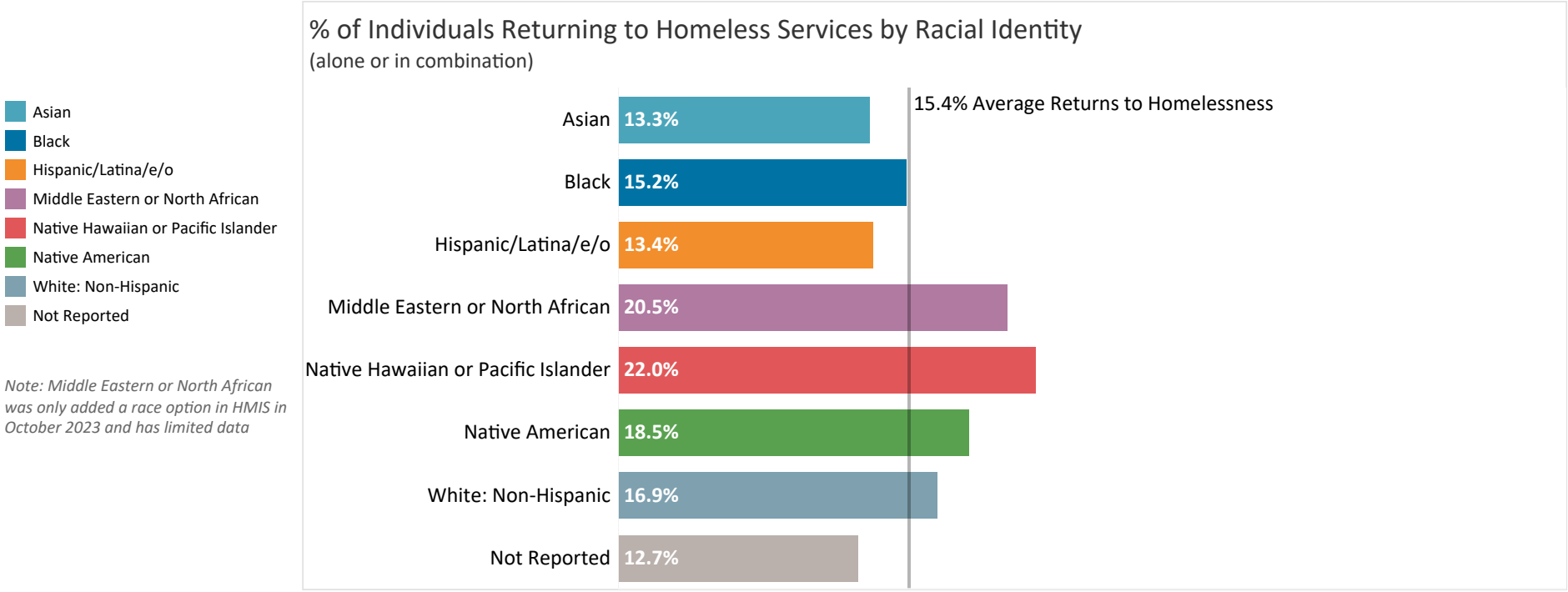
Note: Middle Eastern or North African was only added a race option in HMIS in October 2023 and has limited data

	Supportive Housing			Rapid Re-Housing			Other Permanent Housing			Grand Total		
	Individual Retention %	Individuals Retained in Housing	Individuals in Retention Evaluation Population	Individual Retention %	Individuals Retained in Housing	Individuals in Retention Evaluation Population	Individual Retention %	Individuals Retained in Housing	Individuals in Retention Evaluation Population	Individual Retention %	Individuals Retained in Housing	Individuals in Retention Evaluation Population
Asian	93%	28	30	86%	6	7	50%	1	2	90%	35	39
Black	93%	229	245	77%	56	73	50%	13	26	86%	287	333
Hispanic/Latina/e/o	93%	422	454	78%	119	153	93%	41	44	89%	573	641
Native American	94%	123	131	83%	15	18	80%	8	10	92%	141	153
Native Hawaiian or Pacific Islander	93%	53	57	63%	19	30	71%	5	7	81%	73	90
Middle Eastern or North African	100%	9	9							100%	9	9
White: Non-Hispanic	92%	1,048	1,143	74%	117	159	69%	68	99	88%	1,206	1,372
Not Reported	93%	14	15				100%	2	2	94%	16	17

Equity Analysis for Indivudals Returning to Homeless Services

for those exiting programs to permanent housing destinations since 7/1/2022 and returning to homeless services at some point by 6/30/2024

When looking at those returning to homeless services after exiting a program to a permanent housing destination, we do see a lot of variance across racial identities. Similar to Retention though, these variances are hard to evaluate for some groups due to lower sample sizes. Additional analysis is needed to determine what could be contributing to these variances.



Note: Middle Eastern or North African was only added a race option in HMIS in October 2023 and has limited data

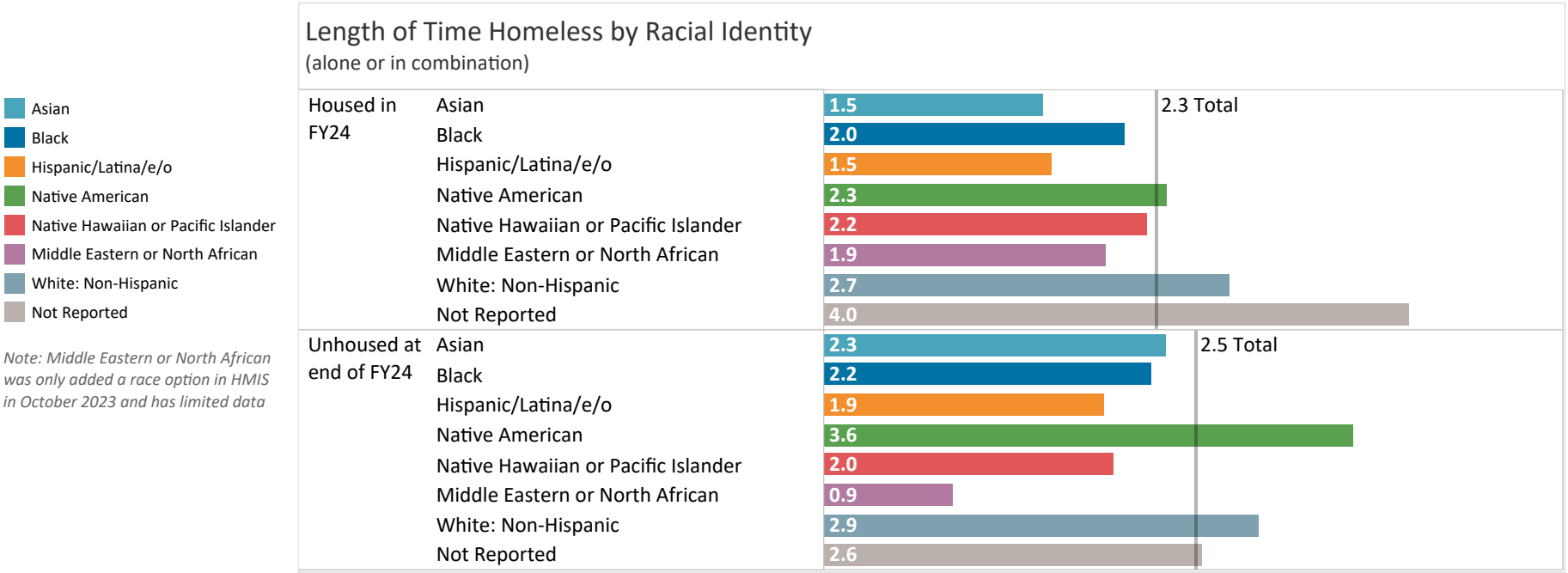
	Supportive Housing			Rapid Re-housing			Access Programs			Grand Total		
	% of Individuals Returning	Individuals Returned	Individuals Exited to PH	% of Individuals Returning	Individuals Returned	Individuals Exited to PH	% of Individuals Returning	Individuals Returned	Individuals Exited to PH	% of Individuals Returning	Individuals Returned	Individuals Exited to PH
Asian	0.0%	0	6	13.6%	3	22	13.3%	54	407	13.3%	55	414
Black	5.9%	2	34	22.7%	53	233	15.2%	259	1,706	15.2%	270	1,776
Hispanic/Latina/e/o	5.1%	4	79	13.7%	64	468	13.3%	642	4,810	13.4%	667	4,966
Native American	8.3%	1	12	37.0%	20	54	17.2%	74	431	18.5%	84	454
Native Hawaiian or Pacific Islander	0.0%	0	6	37.2%	35	94	19.8%	133	673	22.0%	151	685
Middle Eastern or North African				0.0%	0	1	20.5%	8	39	20.5%	8	39
White: Non-Hispanic	9.3%	17	182	24.0%	134	559	16.6%	827	4,978	16.9%	874	5,186
Not Reported	8.3%	1	12	12.5%	2	16	13.0%	35	269	12.7%	35	276

Equity Analysis for Average Length of Time Homeless

Based on Housing Status as of 6/30/2024

In terms of how long people stay homeless prior to moving into housing, we are finding that most racial groups experience a lower length of time homeless on average as compared to those identifying as White: Non-Hispanic. Those who did not report a racial identity had the longest average (4 years) though that is likely skewed due to a low sample size.

For those that are still waiting for a housing resource, we do see that most racial groups have a higher average length of time homeless than those housed, though it is generally minimal. Our Native American population is experiencing the longest length of time homeless and that seems to be driven by a few outliers that may indicate data quality challenges.



Note: Middle Eastern or North African was only added a race option in HMIS in October 2023 and has limited data

	Avg Length of Time Homeless		Housed in FY24		Unhoused at end of FY24	
	Length of Time..	# of Individuals	Length of Time..	# of Individuals	Length of Time..	# of Individuals
Asian	2.1	106	1.5	24	2.3	85
Black	2.1	538	2.0	208	2.2	345
Hispanic/Latina/e/o	1.8	1,367	1.5	555	1.9	859
Native American	3.2	223	2.3	76	3.6	151
Native Hawaiian or Pacific Islander	2.0	269	2.2	117	2.0	160
Middle Eastern or North African	1.2	35	1.9	13	0.9	22
White: Non-Hispanic	2.9	2,564	2.7	747	2.9	1,875
Not Reported	2.7	292	4.0	30	2.6	267
Grand Total	2.4	5,049	2.3	1,625	2.5	3,558

Attachment F continued: Disability & Gender Identity of Program Participants

Disability Status of people served in SHS-funded programs

PSH Placements		
Individuals Newly Placed this Year	**#**	**%**
Persons with disabilities	446	66%
Persons without disabilities	142	21%
Disability unreported	91	13%

RRH Placements		
Individuals Newly Placed this Year	**#**	**%**
Persons with disabilities	200	38%
Persons without disabilities	270	51%
Disability unreported	57	11%

Housing Only Placements		
Individuals Newly Placed this Year	**#**	**%**
Persons with disabilities	1	100%
Persons without disabilities	-	-
Disability unreported	-	-

Preventions		
Individuals Newly Placed this Year	**#**	**%**
Persons with disabilities	246	6%
Persons without disabilities	674	15%
Disability unreported	3,523	79%

Gender identity of people served in SHS-funded programs

PSH Placements		
Individuals Newly Placed this Year	**#**	**%**
Male	329	48%
Female	333	49%
A gender that is not singularly 'Male' or 'Female'	11	2%
Transgender	9	1%
Questioning	-	-
Culturally Specific Identity (e.g., Two-Spirit)	-	-
Client doesn't know	-	-
Client refused	1	0%
Data not collected	-	-

RRH Placements		
Individuals Newly Placed this Year	**#**	**%**
Male	237	45%
Female	279	53%
A gender that is not singularly 'Male' or 'Female'	7	1%
Transgender	3	1%
Questioning	1	0%
Culturally Specific Identity (e.g., Two-Spirit)	1	0%
Client doesn't know	-	-
Client refused	-	-
Data not collected	2	0%

Housing Only Placements		
Individuals Newly Placed this Year	**#**	**%**
Male	1	100%
Female	-	-
A gender that is not singularly 'Male' or 'Female'	-	-
Transgender	-	-
Questioning	-	-
Culturally Specific Identity (e.g., Two-Spirit)	-	-
Client doesn't know	-	-
Client refused	-	-
Data not collected	-	-

Preventions		
Individuals Newly Placed this Year	**#**	**%**
Male	2,005	45%
Female	2,410	54%
A gender that is not singularly 'Male' or 'Female'	7	0%
Transgender	7	0%
Questioning	1	0%
Culturally Specific Identity (e.g., Two-Spirit)		
Client doesn't know		
Client refused		
Data not collected	14	0%

Attachment G

Annual Financial Report

and Additional Population A/B Reporting Requirements

The chart below is an assessment of program spending against the requirement that it be split 75/25 between Populations A and B over the life of the ten-year SHS Measure. In quarterly reporting, consistent with the reporting on the A/B status of all households served in the following three service types: 1) Eviction Prevention; 2) Rapid Rehousing; and 3) Permanent Supportive Housing. Last year, there was no population specific quarterly reporting for Outreach or Shelter, the other two reported service types. Outreach and Shelter have been added to this analysis, using the updated and recommended regional methodology. This methodology entails totaling the number of households served in each service type, by their identified Population A and B household type. Then program spending is calculated by applying the share of population type served in that program.

Service Type	Population A	Population B	Total People Served	Pop A %*	Pop B %*
Outreach***	702	496	1198	59%	41%
Supportive Housing**	1,253	354	1,607	78%	22%
Housing Only	4	2	6	67%	33%
Shelter	1201	678	1879	64%	36%
Eviction Prevention*	91	1542	1633	6%	94%
Rapid Rehousing*	360	334	694	52%	48%

**Population percentages are based on households, not people. Households with undetermined status were assigned to populations using the category's existing split.*

*** Supportive Housing is Permanent Supportive Housing, Housing Case Management System, and Regional Long-Range Assistance.*

**** Outreach is often a person's first interaction with a provider, and information collected is not always accurate as trust is not built between participants and providers at that time.*

Service Type	Pop A %	Pop B %	Total Spending*****	Pop A Spend	Pop B Spend
Outreach	59%	41%	$ 2,182,354	$ 1,278,808	$ 903,546
Supportive Housing	78%	22%	$ 32,048,131	$ 24,988,368	$ 7,059,763
Shelter	64%	36%	$ 12,972,883	$ 8,291,875	$ 4,681,008
Shelter Infrastructure***	64%	36%	$ 9,225,256	$ 5,904,164	$ 3,321,092
Eviction Prevention	6%	94%	$ 12,833,428	$ 715,151	$ 12,118,277
Rapid Rehousing	52%	48%	$ 12,354,674	$ 6,408,765	$ 5,945,909
		Total*	**$ 81,616,726**	**$ 47,587,131.25**	**$ 34,029,594.75**
		% of Total Services Spending by Population		**58%**	**42%**

*****This funding was used to construct or rehab shelters across the county. The same A/B split for shelter was applied to this funding*

****** Expenses that are not part of this calculation are spending on pilot programs (recuperative care, workforce development), system infrastructure, capacity building, technical assistance for service providers, Regional Investment Fund expenses, as well as internal administrative charges. In total, these amount to $14,516,155.*

Washington County included increased eviction prevention resources in Fiscal Year 2023-2024 to strategically use one-time carry forward investments and continue to dull the impact of the expiration of COVID era rental assistance programs. These investments helped us serve more diverse communities and had a significant impact on our Population A/B financials. Staff also believe that data from street outreach interactions is likely less reliable than other program data as it can be challenging to accurately identify household type as Population A or B during these interactions.

Populations A and B Served by Program

PSH placements (households)	
Population A	354 placed this year (1,253 people served)
Population B	52 placed this year (354 people served this year)

RRH placements (households)	
Population A	144 placed this year (360 people served)
Population B	118 placed this year (334 people served)

Housing Only placements (households)	
Population A	4 placed this year (4 people served)
Population B	2 placed this year (2 people served)

Prevention (households)	
Population A	90 served this year (91 people served)
Population B	1,478 served this year (1,542 people served)

Shelter (households)	
Population A	945 this year (1,201 people served)
Population B	488 served this year (678 people served)

Outreach (households)	
Population A	660 served this year (702 people served)
Population B	416 served this year (496 people served)

shington County
2023-2024 Q4

	SEP-23	DEC-23	MAR-24	ADJ-24	ADJ-24
	7/1/2023	10/1/2023	1/1/2024	4/1/2024	4/1/2024
	9/30/2023	12/31/2023	3/31/2024	6/30/2024	6/30/2024

Financial Report (by Program Category) COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.

	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
Metro SHS Resources									
Metro Beginning Fund Balance	111,634,198	111,634,198				111,634,198	(0)	100%	Adjustment to Beginning Fund Balance to remove GASB 31 Adjustment (Unrealized gains/losses of investments) that is included in Beginning Fund Balance line. Aligns this report with how Metro and other counties account for unrealized gains/losses, while allowing Beginning Fund Balance line to reflect Washington County's financial statements.
Metro Beginning Fund Balance Adjustment		3,839,382				3,839,382	(3,839,382)	N/A	
FY 23-24 GASB 31 FMV Adjustment	-				435,295	435,295	(435,295)	N/A	Adjust the Fund Balance line to Show the GASB 31 Adjustment (Unrealized gain).
Metro SHS Program Funds	109,000,000	5,757,975	24,145,380	32,592,707	38,173,750	100,669,811	8,330,189	92%	
Metro SHS Program Funds Adjustment				(13,392,342)	15,984,500	2,592,158	(2,592,158)	N/A	*See footnote
Other Grant Funds	-	125,000	-	118	(125,118)	-	-	N/A	Kaiser Foundation and Recuperative costs to be moved out of Fund 221 in Q4.
Interest Earnings	2,000,000	710,519	851,926	925,208	621,022	3,108,676	(1,108,676)	155%	
FY22 non-congregate shelter charges reimbursement by FEMA					3,073,330	3,073,330	(3,073,330)	N/A	
insert addt'l lines as necessary						-	-	N/A	
Total Metro SHS Resources	222,634,198	122,067,074	24,997,306	20,125,691	58,162,778	225,352,850	(2,718,652)	101%	
Metro SHS Requirements									
Program Costs									
Activity Costs									
Shelter, Outreach and Safety on/off the Street (emergency shelter, outreach services and supplies, hygiene programs)	9,678,523	1,966,255	5,646,390	954,850	6,587,742	15,155,237	(5,476,714)	157%	
Short-term Housing Assistance (rent assistance and services, e.g. rapid rehousing, short-term rent assistance, housing retention)	21,182,067	2,551,543	2,554,057	4,550,864	15,532,116	25,188,580	(4,006,513)	119%	
Permanent supportive housing services (wrap-around services for PSH)	11,452,584	1,192,911	1,883,955	3,800,623	3,756,563	10,634,051	818,533	93%	
Long-term Rent Assistance (RLRA, the rent assistance portion of PSH)	23,780,824	4,681,118	3,379,701	7,353,610	5,999,651	21,414,080	2,366,744	90%	
Systems Infrastructure (service provider capacity building and organizational health, system development, etc)	1,876,285	873,963	340,259	62,220	744,139	2,020,581	(144,296)	108%	
Built Infrastructure (property purchases, capital improvement projects, etc)	12,943,088	1,563,056	1,914,277	4,429,475	2,838,266	10,745,072	2,198,016	83%	
Other supportive services (recuperative care, workforce projects and other pilot programs)	3,363,179	159,140	1,606,676	1,481,389	(1,126,377)	2,120,828	1,242,351	63%	
Operations (technical, employment, benefits, training and consulting)	3,753,741	645,294	932,504	710,696	9,070	2,297,565	1,456,176	61%	
insert addt'l lines for other activity categories						-	-	N/A	
Subtotal Activity Costs	88,030,291	13,633,278	18,257,818	23,343,728	34,341,170	89,575,994	(1,545,703)	102%	

Administrative Costs [1]								
County Admin: Long-term Rent Assistance	487,351	88,751	68,024	130,724	136,590	424,089	63,262	87%
County Admin: Other	2,204,081	542,220	145,720	1,078,452	223,098	1,989,490	214,591	90%
Subtotal Administrative Costs	2,691,432	630,971	213,744	1,209,176	359,688	2,413,579	277,853	90%
Other Costs								
Regional Strategy Implementation Fund [2]	5,450,000	-	-	692,372	3,468,132	4,160,503	1,289,497	76%
insert addt'l lines as necessary						-	-	N/A
Subtotal Other Costs	5,450,000	-	-	692,372	3,468,132	4,160,503	1,289,497	76%
Subtotal Program Costs	96,171,723	14,264,249	18,471,562	25,245,276	38,168,990	96,150,076	21,647	100%
Contingency [3]	5,450,000					-	5,450,000	0%
Stabilization Reserve[4]	16,350,000					-	16,350,000	0%
Regional Strategy Impl Fund Reserve [2]	8,228,639					-	8,228,639	0%
RLRA Reserves	-					-	-	N/A
Other Programmatic Reserves	96,433,836					-	96,433,836	0%
insert addt'l lines as necessary						-	-	N/A
Subtotal Contingency and Reserves	126,462,475	-	-	-	-	-	126,462,475	0%
Total Metro SHS Requirements	222,634,198	14,264,249	18,471,562	25,245,276	38,168,990	96,150,076	126,484,122	43%
Ending Fund Balance	-	107,802,825	6,525,744	(5,119,584)	19,993,789	129,202,773	(129,202,773)	N/A

Service Provider Administrative Costs are reported as part of Program Costs above. Counties will provide details and context for Service Provider Administrative Costs within the narrative of their Annual Program Report.

Administrative Costs for long-term rent assistance equals 2% of Partner's YTD expenses on long-term rent
Administrative Costs for Other Program Costs equals 3% of total YTD Other Program Costs.

This amount does not include contingencies and reserves and any available fund balance that is already committed, assigned and planned to be spent down over the next few FYs.

Fund Balance Adjustment: GASB 31 Adjustment to value investments at fair value: Unrealized gains/losses)	(3,839,382)
For Metro Reporting, SHS Revenue received in JUL and AUG posted to FY 23-24 (but per auditors, it belongs in FY 24-25)	(15,984,500)
Ending Fund Balance per County Financial Statements	109,378,892

*Metro SHS Program Funds Adjustment: The purpose is to align this report more closely with how Metro, Multnomah County and Clackamas County recognize revenue. Washington County's external auditors recommended that SHS program revenue is recognized when received. For Q3, the Metro SHS Program Funds Adjustment line includes reducing July and August 2023 funds received due to being previously reported in the fund balance. For Q4, the Metro SHS Program Funds Adjustment line includes adding July and August 2024 funds received for inclusion in the Annual Report. Washington County will recognize the July and August 2024 funds received on the Metro SHS Program Funds line in FY 2024-25.

[1] Per IGA Section 3.4.2 ADMINISTRATIVE COSTS, Metro recommends, but does not require, that in a given Fiscal Year Administrative Costs for SHS should not exceed 5% of annual Program Funds allocated to Partner; and that Administrative Costs for administering long-term rent assistance programs should not exceed 10% of annual Program Funds allocated by Partner for long-term rent assistance.

[2] Per IGA Section 8.3.3 REGIONAL STRATEGY IMPLEMENTATION FUND, each County must contribute not less than 5% of its share of Program Funds each Fiscal Year to a Regional Strategy Implementation Fund to achieve regional investment strategies.

[3] Per IGA Section 5.5.4 CONTINGENCY, partner may establish a contingency account in addition to a Stabilization Reserve. The contingency account will not exceed 5% of Budgeted Program Funds in a given Fiscal Year.

[4] Per IGA Section 5.5.3 PARTNER STABILIZATION RESERVE, partner will establish and hold a Stabilization Reserve to protect against financial instability within the SHS program with a target minimum reserve level will be equal to 10% of Partner's Budgeted Program Funds in a given Fiscal Year. The Stabilization Reserve for each County will be fully funded within the first three years.

Non-Displacement (IGA 5.5.1) ANNUAL FINANCIAL REPORT ONLY

	FY18-19 Budget	FY19-20 Budget	Prior FY Budget	Current FY Budget	Current FY Actuals	Variance from Benchmark	Comments
Current Partner-provided SHS Funds (Partner General Funds) [5]	N/A	794,401	N/A	2,452,400	1,174,046	379,645	*Decrease from FY19-20 amount requires a written waiver from Metro.*
Other Funds [6]	3,875,537	N/A	4,481,259	9,469,356	4,388,455	512,918	*Explain significant changes from FY18-19 Benchmark amount or Prior FY amount.*

[5] Per IGA Section 5.5.1.2 TERMS, "Current Partner-provided SHS Funds" means Partner's general funds currently provided as of FY 2019-20 towards SHS programs within Partner's jurisdictional limits including, but not limited to, within the Region. "Current Partner-provided SHS Funds" expressly excludes all other sources of funds Partner may use to fund SHS programs as of FY 2019-20 including, but not limited to, state or federal grants.

[6] Per IGA Section 5.5.1.1 OTHER FUNDS include, but are not limited to, various state or federal grants and other non-general fund sources. Partner will attempt, in good faith, to maintain such funding at the same levels set forth in Partner's FY 2018-19 budget. However, because the amount and availability of these other funds are outside of Partner's control, they do not constitute Partner's Current Partner-provided SHS Funds for purposes of Displacement. Partner will provide Metro with information on the amount of other funds Partner has allocated to SHS, as well as the change, if any, of those funds from the prior Fiscal Year in its Annual Program Budget.

Spend-Down Report for Program Costs

This section compares the spending plan of Program Costs in the Annual Program Budget to actual Program Costs in the Financial Report.

	% of Spending per Quarter			Comments
Program Costs *(excluding Built Infrastructure)*	**Budget**	**Actual**	**Variance**	*Explain any material deviations from the Spend-Down Plan, or any changes that were made to the initial Spend-Down Plan.* [1]
Quarter 1	15%	15%	0%	Per guidance from Metro, Program Cost spend-down budget adjusted to match actuals for first three quarters after budget amendment.
Quarter 2	20%	20%	0%	
Quarter 3	25%	25%	0%	
Quarter 4	25%	42%	-17%	
Total	85%	103%	-18%	Less spent in Built-Infrastructure (as a result of more operational costs).

	$ Spending YTD			Comments
Built Infrastructure	**Budget**	**Actual**	**Variance**	*Provide a status update for below. (required each quarter)*
Annual total	12,943,088	10,745,072	2,198,016	

[1] A "material deviation" arises when the Program Funds spent in a given Fiscal Year cannot be reconciled against the spend-down plan to the degree that no reasonable person would conclude that Partner's spending was guided by or in conformance with the applicable spend-down plan.

Spend-Down Report for Carryover

This section compares the spending plan of investment areas funded by carryover to actual costs.

These costs are also part of the Spend-Down Report for Program Costs above. This section provides additional detail and a progress update on these investment areas.

	$ Spending by investment area			Comments
Carryover Spend-down Plan	**Budget**	**Actual**[2]	**Variance**	*Provide a status update for each line below. (required each quarter)*
Metro Beginning Fund Balance (carryover balance)	111,634,198	115,473,580	(3,839,382)	GASB 31 unrealized loss is not recognized on Metro reporting (per Metro guidelines).
Describe investment area				
Shelter Capital Funding	22,000,000	9,225,256	12,774,744	Shelter Capital Grants (POs 190269, 190805, 191001, 191781, 191953, 191984, 192020, 192408, 192942).
Rent Assistance Expansion	10,000,000	13,137,052	(3,137,052)	Eviction Prevention Contracts with Community Action Organization and Centro Cultural (POs 191471, 191943).
Capacity Building	2,500,000	1,060,695	1,439,305	Technical Assistance and Capacity Building Grants (POs 190869, 190880, 190881, 190958, 190961, 190962, 190972, 190992, 191032, 191235, 191662, 191670, 191884, 191889, 191938, 191964, 192193, 192294, 192296, 192316, 192338, 192341, 192358, 192376, 192378, 192676).
Supportive Housing Acquisition	17,000,000	1,628,368	15,371,632	Heartwood Common Stabilization (192462) and Elm Street (WIRE, 190129, 190283, 190338, 191963, 192613).
Access Center Capital Construction	5,000,000		5,000,000	Projects committed but work and spending delayed until FY 24-25.
Center for Addiction Triage & Treatment	1,500,000	1,500,000	-	Center for Addiction Triage and Treatment.
insert addt'l lines as necessary			-	
	58,000,000	26,551,372	31,448,628	
		-		
Remaining prior year carryover	53,634,198	88,922,208	(35,288,010)	
Ending Carryover Adj. (Projected Unspent Program Expense)	12,939,399	(21,647)	12,961,046	Projected as 15% unspent projected program expenses.. Actual unspent amount is less than 1%.
Ending Carryover Adj. (Δ between Dec 2022 and Aug 2023 Rev. Forecast)	27,201,667	24,317,712	2,883,955	New Metro SHS Revenue Projection Δ.
FY 25 revenue rollback	-	15,984,500	(15,984,500)	Two extra months of revenue (JUL-24 and AUG-24) roll back into FY 24 to become part of FY 24-25 Carryover (per Metro guidelines).
Metro Ending Fund Balance (carryover balance)	93,775,264	129,202,773	(19,443,010)	-
JUL-24 Revenue and AUG-24 Revenue to be part of FY 24-25	-	(15,984,500)	15,984,500	Because July and August 2024 revenues are part of FY 24-25, they do not contribute to FY 23-24 ending fund balance carryover.
GASB 31 Unrealized Loss	-	(3,839,382)	3,839,382	GASB 31 Unrealized Loss (adjustment to bridge the gap between investment revenues and portfolio balance at June 2023) is to be recognized per audit recommendation.
Estimated Available Fund Balance for next FY planned Investment	93,775,264	109,378,892	(3,458,510)	Ending fund balance per County Financial Records
Contingency	(5,450,000)	(5,750,000)	300,000	Per Metro guidance - should be 5% of budgeted revenue. Per Metro Oct 25, 2023 projection, revenue for FY 24-25 is estimated to be $115m.
Stabilization Reserve	(16,350,000)	(17,250,000)	900,000	Per Metro guidance - should be no less than 10% of budgeted revenue. Per Metro Oct 25, 2023 projection, revenue for FY 24-25 is estimated to be $115m.
Regional Strategy Impl Fund Reserve	(8,228,639)	(9,814,333)	1,585,694	Cumulative Regional Strategy Implementation Fund set aside to be spent per Metro directive. Per next FY budget, this amount is expected to be $9.8m.
Estimated Available Fund Balance for planned Investments	63,746,625	76,564,559	(2,258,510)	This amount is commited, assigned and planned to be spent over the next multiple years. This amount is an estimate because next FY will have different reserve figures (based on Metro's projected revenue for FY 24-25).

[2] If the actual costs for any carryover investment areas are not tracked separately from existing program categories, use the Comments section to describe the methodology for determining the proportion of actual costs covered by carryover. For example: if service providers received a 25% increase in annual contracts for capacity building, and the costs are not tracked separately, the capacity building portion could be estimated as 20% of total actual costs (the % of the new contract amount that is related to the increase).

Attachment H

Provider Demographics Information

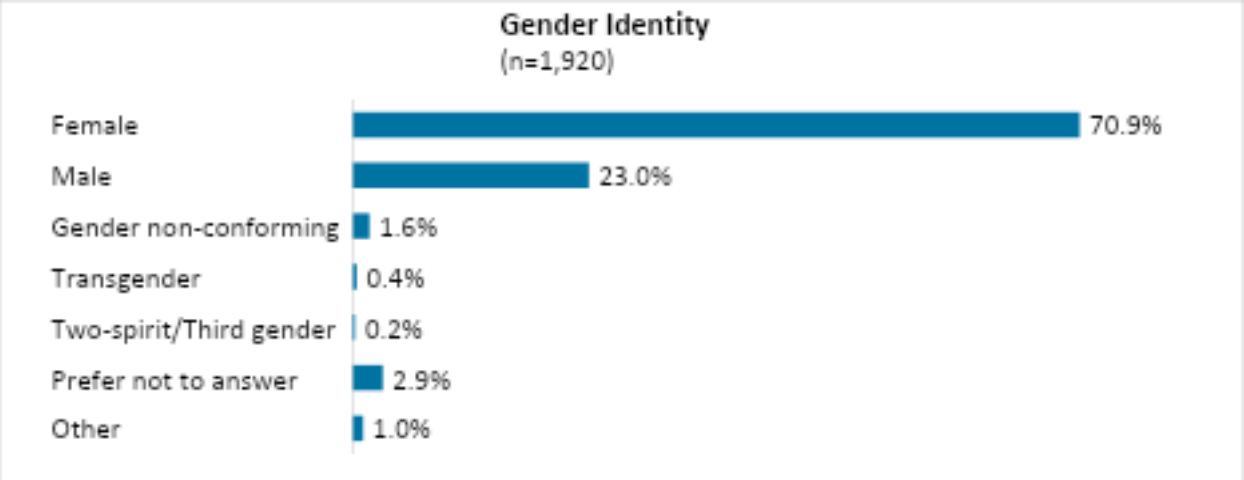
The Annual Performance and Evaluation Report asked organizations to report a breakdown of their staff's demographics. The demographics of interest were race/ethnicity, gender identity, age group/generation, sexual orientation, veteran status, disability or functional difficulty, experience of homelessness, and additional languages spoken. Organizations were asked to use the Washington County Staff Demographic Survey to collect this information. Providers could also report staff demographics using internal organizational mechanisms, such as Human Resources data. Providers were asked to summarize any previous and future efforts to increase equity, diversity, and inclusion within their organizations. Providers were given a score for providing staff demographic data. The Annual Performance and Evaluation Report also asked organizations to provide the lowest, highest, and average annual salary for each position type, including direct client service, administrative, management, and executive leadership roles. Providers were given the option to comment on the salary information provided and explain any differences in pay between positions funded by SHS compared to other sources. Providers were given a score for providing pay equity information. The following data compiles the staff demographic and pay equity reports received from all SHS funded and contracted services providers.

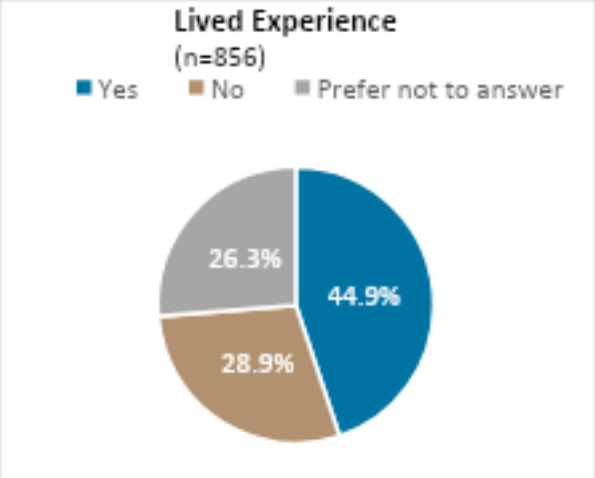
STAFF DEMOGRAPHICS

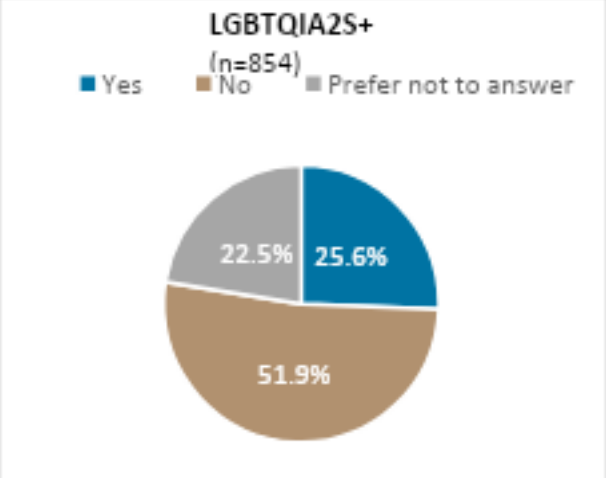
This section summarizes the demographics of staff employed at Washington County's SHS-contracted organizations.[1] It also highlights providers' previous and future efforts to increase diversity, equity, and inclusion (DEI) within their organizations. The demographic summary below represents 1,912 employees; however, not all employees are included in every graph due to missing data and/or because the number of organizations reporting data in each category varied. For other languages spoken, race/ethnicity, and gender, staff could select more than one category they identified with, thus the percentage may not add up to 100%.

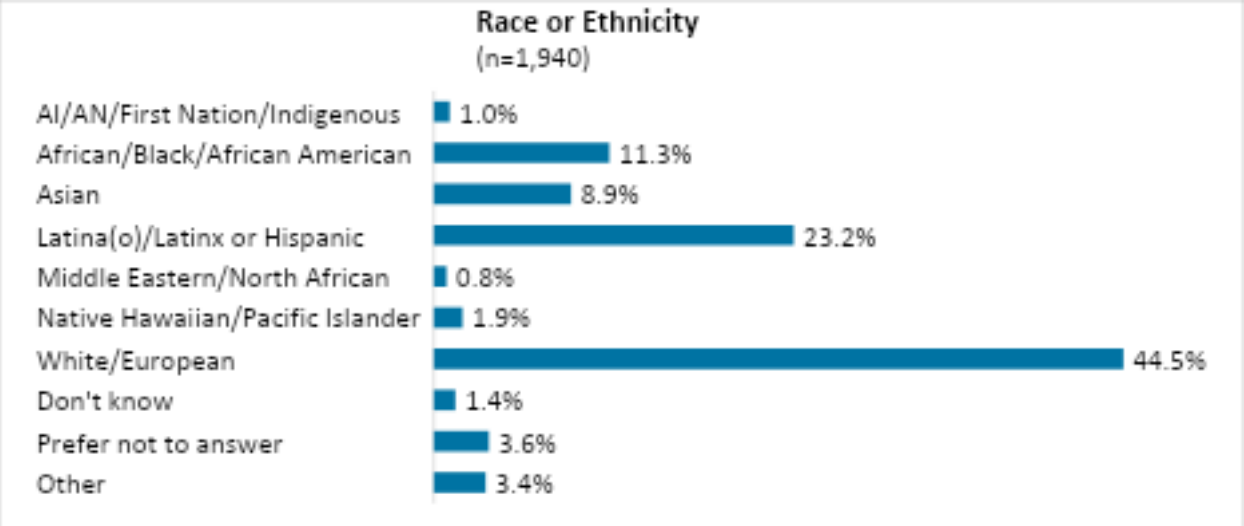
[1] The number of staff reported on by organization ranged from two to 580. Organizations with higher reported numbers are more heavily represented in the results, while organizations with lower reported numbers may not fully capture their staff's demographics. A few organizations appear to have only reported demographic information for SHS-contracted positions.

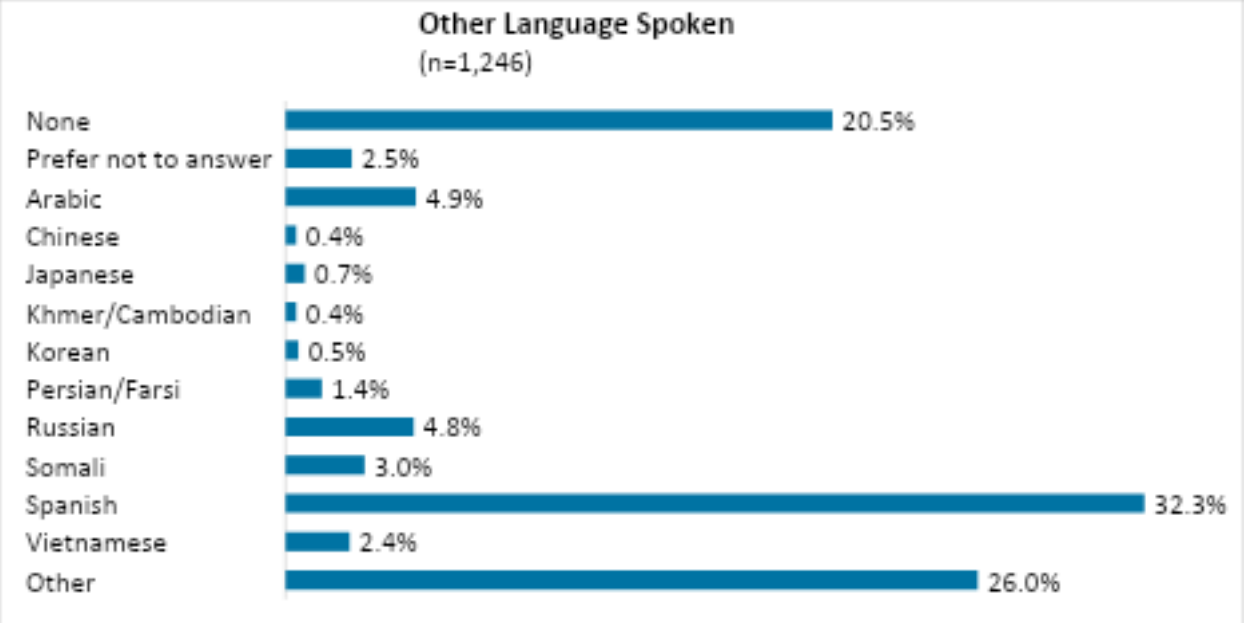
Demographic Summary

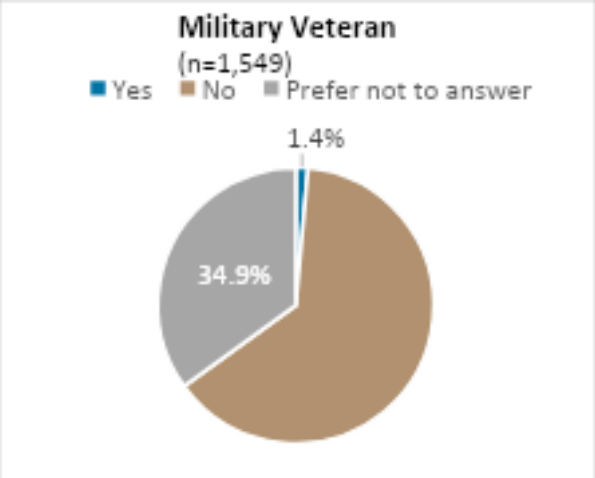


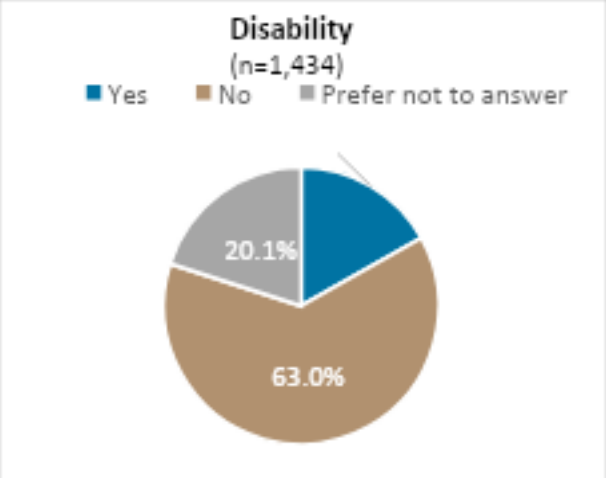


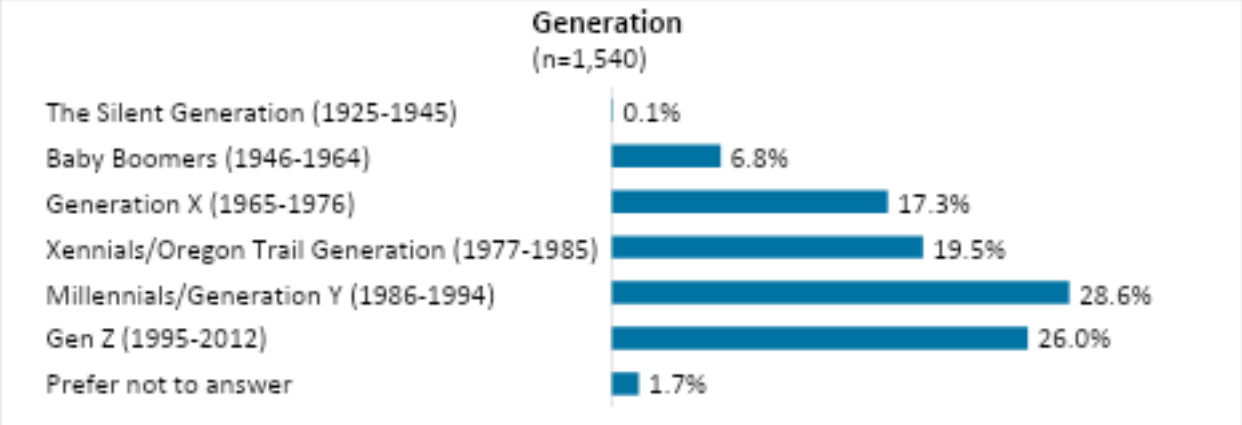



Race or Ethnicity
(n=1,940)
AI/AN/First Nation/Indigenous
1.0%
African/Black/African American
11.3%
Asian
8.9%
Latina(o)/Latinx or Hispanic
23.2%
Middle Eastern/North African
0.8%
Native Hawaiian/Pacific Islander
1.9%
White/European
44.5%
Don't know
1.4%
Prefer not to answer
3.6%
Other
3.4%


Other Language Spoken
(n=1,246)
None
20.5%
Prefer not to answer
2.5%
Arabic
4.9%
Chinese
0.4%
Japanese
0.7%
Khmer/Cambodian
0.4%
Korean
0.5%
Persian/Farsi
1.4%
Russian
4.8%
Somali
3.0%
Spanish
32.3%
Vietnamese
2.4%
Other
26.0%


Military Veteran
(n=1,549)
Yes
No
Prefer not to answer
1.4%
34.9%


Disability
(n=1,434)
Yes
No
Prefer not to answer
20.1%
63.0%


Generation
(n=1,540)
The Silent Generation (1925-1945)
0.1%
Baby Boomers (1946-1964)
6.8%
Generation X (1965-1976)
17.3%
Xennials/Oregon Trail Generation (1977-1985)
19.5%
Millennials/Generation Y (1986-1994)
28.6%
Gen Z (1995-2012)
26.0%
Prefer not to answer
1.7%

Efforts to Increase Workforce Diversity, Equity, and Inclusion

Over the past year, contracted organizations implemented and/or continued several efforts to increase diversity, equity, and inclusion in their organizations. The efforts primarily focused on internal organizational policies and practices and staff training to help make service delivery more equitable for participants.

Several providers partnered with external consultants or set up internal committees to review and update staff recruitment efforts. Enhanced recruitment efforts included diversifying where jobs were posted and intentionally recruiting candidates who are bi-lingual, have lived experience, and/or reflect the community served. Some organizations provide training in leadership and have set goals on internal promotion rates to support staff's professional development. Some organizations also offer higher differential pay for bilingual staff and some have conducted pay equity assessments.

A few providers have added new staff positions including Human Resources staff that focus on DEI and program staff focused on identifying and connecting with culturally specific resources for participants. Many providers continue to review and update policies and procedures, strategic plans, key performance indicators, and mission statements to reflect a commitment to diversity and inclusion. Providers have DEI and population-specific workgroups and committees, have scheduled routine internal discussions to increase staff knowledge around culturally specific topics, and have processes in place to receive staff input on internal policies.

Most organizations provide opportunities for DEI training to their staff and in some cases their board. Providers described offering both in person and virtual training options on topics such as the fundamentals of DEI, bias, anti-racism, trauma-informed care, cross cultural communication, disrupting microaggressions, and decolonizing the workplace. Providers have also offered trainings on serving LGBTQ and Indigenous populations, providing gender affirming care, serving pregnant persons, and disability justice.

Future Plans to Increase Workforce Diversity, Equity, and Inclusion

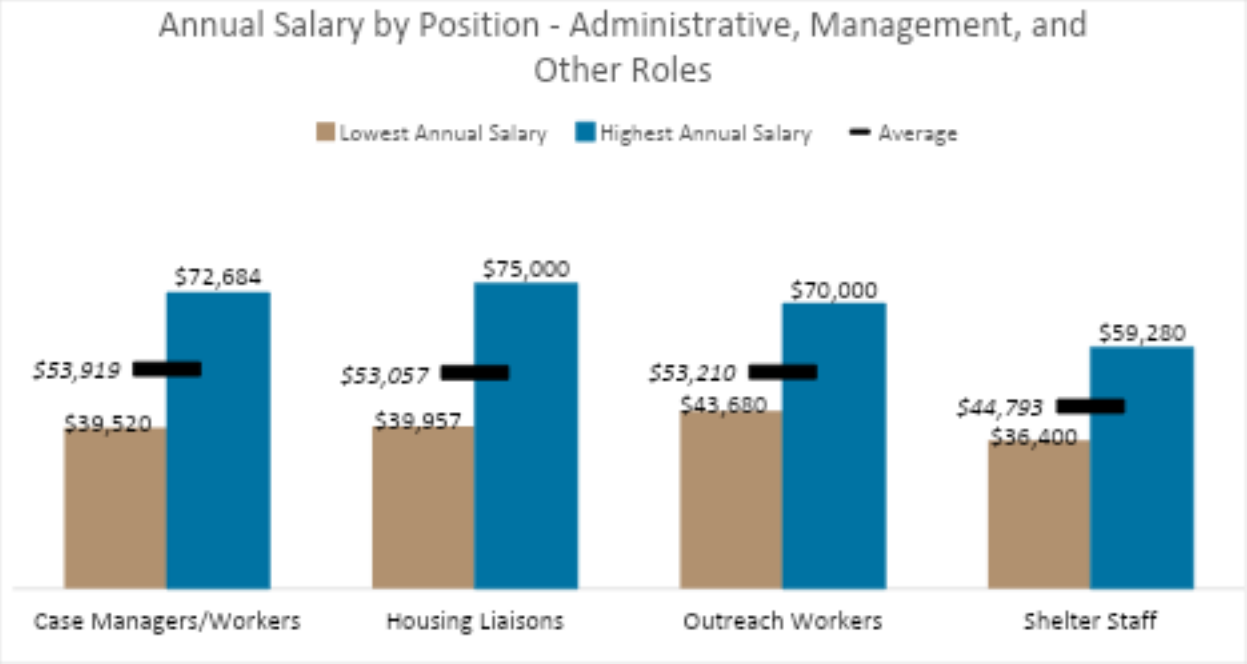
Most organizations' DEI focus is on improving and expanding current efforts related to recruiting and hiring diverse staff, training on DEI topics, and supporting internal equity committees and affinity groups. Specific plans include revising employee handbooks, engaging with external partners and/or consultants, conducting pay equity surveys, revising pay scales, and hiring for equity focused positions. Some providers also described new practices they anticipate will increase workforce equity and retention including blind application screening procedures and implementing a four-day work week. A few providers plan to enhance demographics data collection practices, update performance metrics, and monitor the effectiveness of new diversity practices.

PAY EQUITY ANALYSIS

This section summarizes pay equity data reported by Washington County's SHS-contracted organizations.[2] Washington County is interested in exploring any differences in pay for similar positions both within an organization and across different contracted providers. The graphs below show the

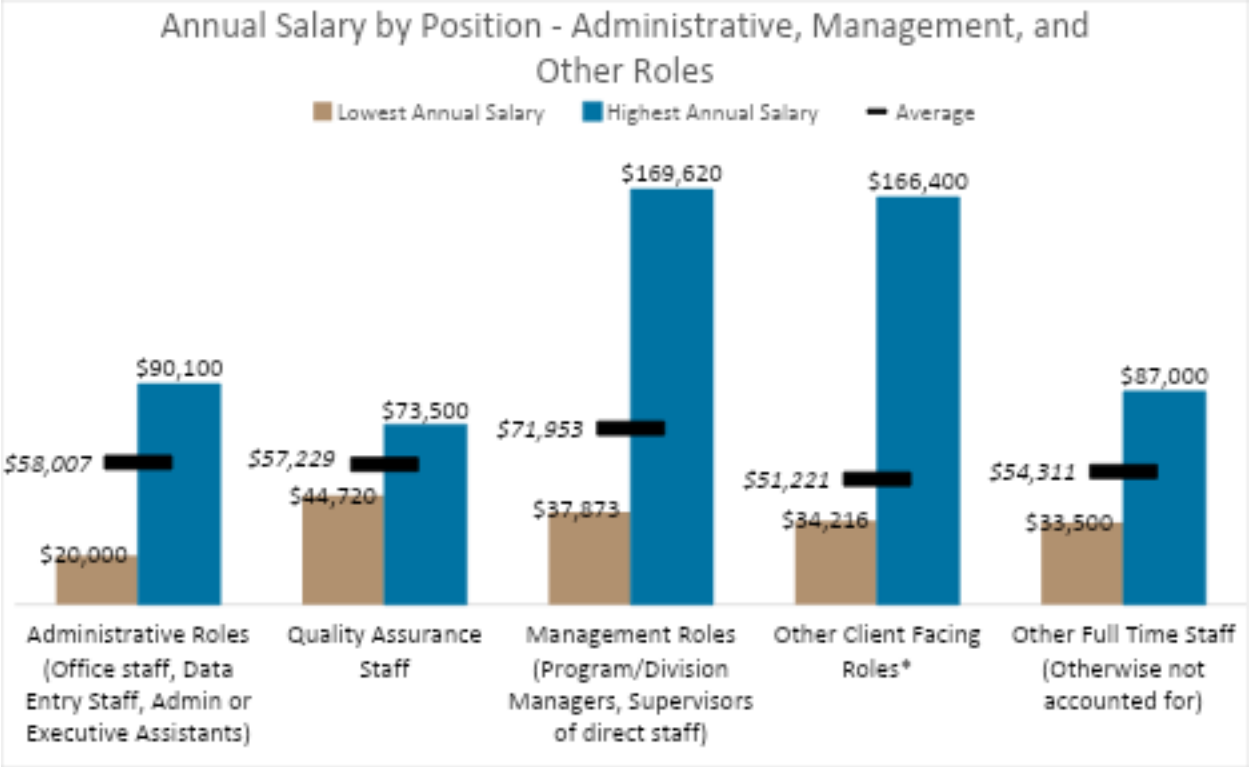
[2] Two organizations did not report minimum, maximum, and/or average salary for some position types for which they reported staff counts. Those organizations were excluded from calculations for those positions.

minimum, maximum, and average salary by position across all SHS-contracted providers. A table with more detailed results of the pay equity analysis is found in Appendix A.



For Case Managers/Workers, Housing Liaisons, and Outreach Workers, most organizations had an average annual salary between $50,000 and $60,000. Three organizations had an average salary below $50,000 for any of these positions, while two organizations had average salaries above $60,000. Shelter staff positions had a lower average salary and a wider salary range, with all applicable organizations' average salaries falling between $41,530 and $55,250. The difference between the highest-paid housing liaison staff and the lowest-paid housing liaison staff across all SHS-contracted providers was $35,043, the largest difference across these client-facing roles. The smallest difference was within shelter staff salaries with a difference of $22,880.

The average pay differences for the same position type ranged from about $4,700 for housing liaisons to about $8,600 for case managers/workers. The largest pay difference for the same position within a single organization was a difference of about $31,000 for case managers/workers.



**Other client-facing roles Includes staff data from three organizations collected using different categories (e.g., direct service staff, health workers).*



For administrative, management, and leadership roles, there is a wider difference in salaries within SHS-contracted providers. The average salaries per organization for administrative roles ranged between $20,000 and $67,000. For management roles across all SHS providers, there is a difference of close to $132,000 between the highest and lowest reported salaries. Executive leadership had the largest gap between the highest and lowest salaries, with a difference of nearly $345,000.

Although the range in salary for other client-facing roles is about $132,000, it is difficult to meaningfully interpret due to potential major differences in the roles, responsibilities, and requirements of the various positions represented. Quality Assurance (QA) staff had one of the lowest differences between the highest and lowest paid positions of about $29,000. This primarily reflects differences across organizations, as only 4 of 16 organizations reported more than one QA staff member.

Across all providers, the average difference between the highest and lowest paid staff member was about $126,000, ranging from a difference of about $36,000 to over $350,000.

Of the 20 providers who provided narrative responses describing any differences in pay between SHS-funded and non-SHS funded positions, three-quarters (75%) reported no differences based on funding sources. Some providers noted that many positions are not funded by a single source and several providers stated that pay is set in part using market rates, tenure, and skill sets such as speaking multiple languages or having lived experience. Some providers who noted a difference in pay cited specialized skills or duties, while one provider has been working to raise non-SHS funded salaries across the organization to more closely align with the salaries set in their SHS contract.

In the optional narrative responses, some providers mentioned having conducted salary analyses of similar organizations in the Portland Metro region to set their staff's salaries. One provider noted their commitment to paying staff at 75% or higher of average salaries at comparable organizations. Some providers have internal workgroups or committees focused on pay equity. Some providers also cited contextual information to help explain pay differences. One provider noted that only a portion of time is spent on SHS for many of their staff roles, while another provider noted that a full-time work week for some positions is 31 hours, which leads to slightly lower pay for those positions compared to others within the organization.

CULTURALLY SPECIFIC ORGANIZATIONS

Differences between culturally specific and non-culturally specific providers were explored using the Annual Performance Evaluation and Report results. The comparison explored any unique challenges faced by culturally specific providers that may be impacting how they are evaluated, as well as any differences in demographics and pay equity compared to non-culturally specific providers. Seven organizations were considered culturally specific organizations.

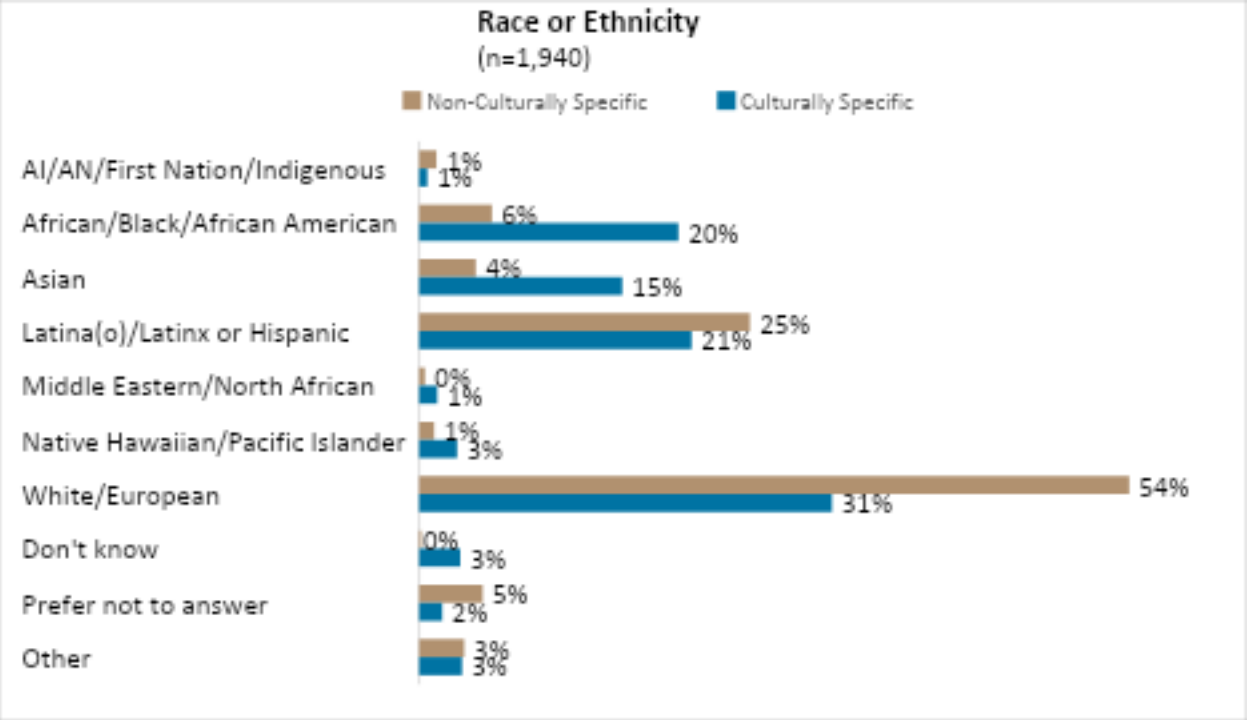
The program types explored for differences were ERR and HCMS, as six of the seven culturally specific providers had contracts for both program types. Culturally specific providers had a higher average overall score (48 points) for ERR compared to non-culturally specific providers (41 points). Culturally specific providers had a better average performance for contract utilization, percentage of households that exit to permanent housing, percentage of households with increased income at exit, average days to house, and average days to accept or contact referrals.

For HCMS, culturally specific (48 points) and non-culturally specific (49 points) providers had similar average overall scores. Culturally specific providers had better average performance for the percentage of households exiting without housing and average days to accept or contact referrals, and lower average performance for contract utilization, average days to house, and average days for program entries.

Narrative responses for ERR and HCMS were similar across culturally specific and non-culturally specific providers, highlighting challenges like ramping up new programs, staff capacity and hiring, and

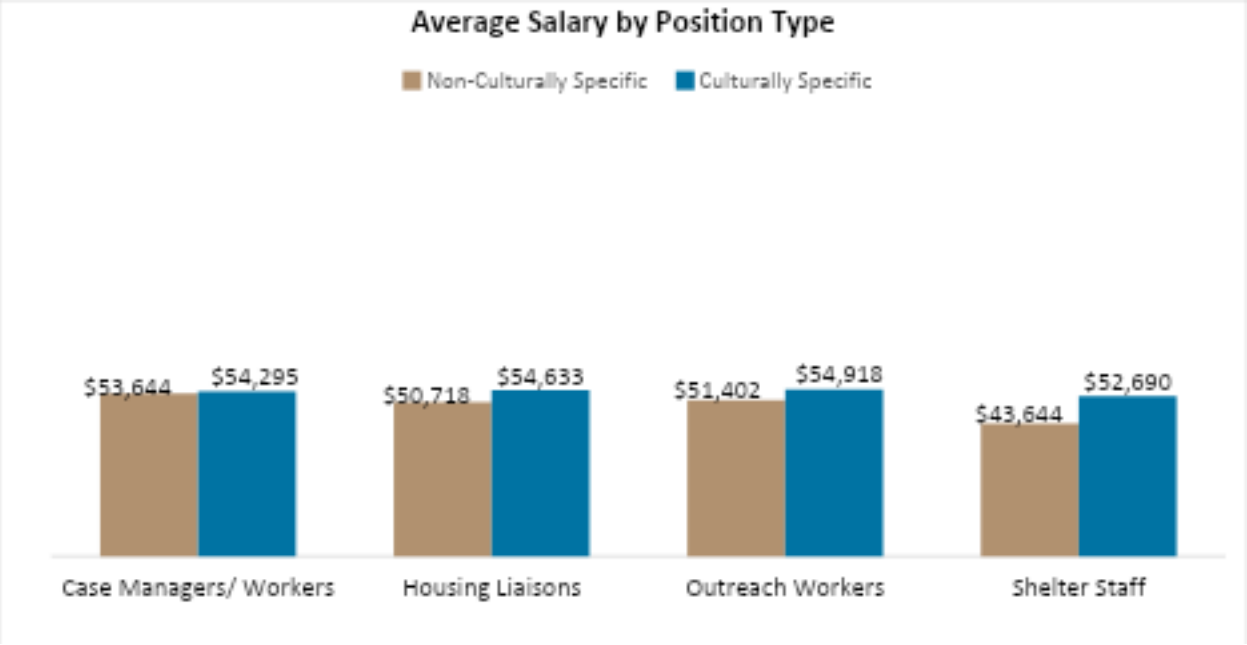
contacting and/or engaging with participants. One culturally specific ERR provider noted that some participants may face additional barriers such as having no Social Security or Individual Taxpayer Identification Numbers, experiencing obstacles to services in their preferred language, and being unable to access public benefit programs.

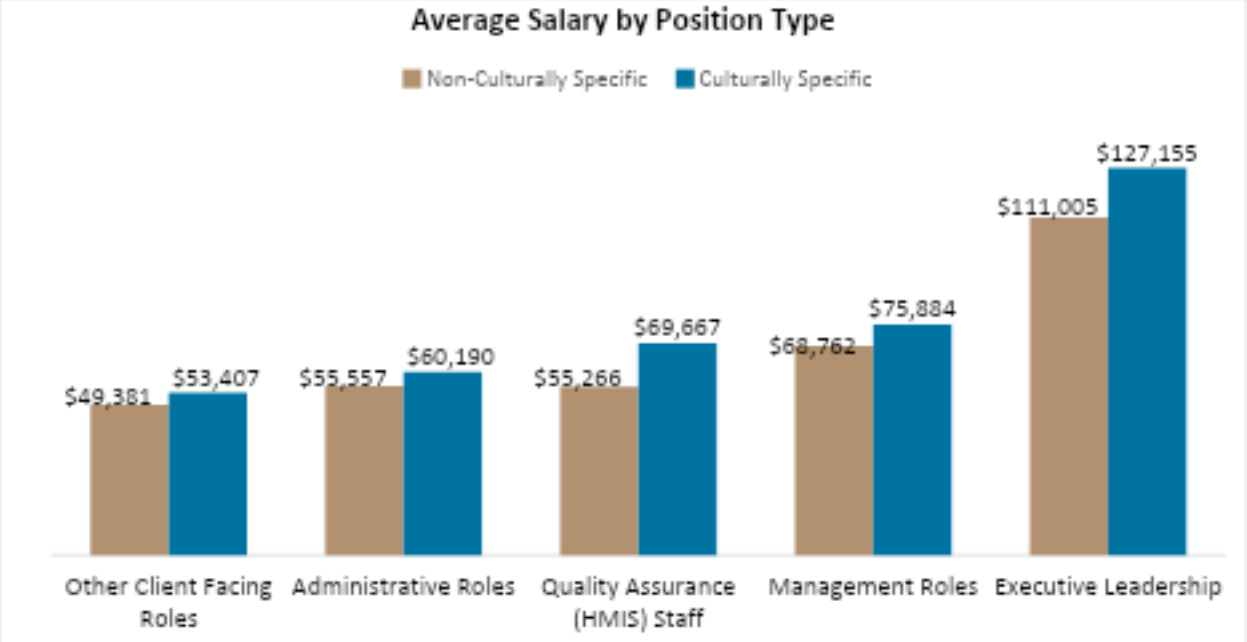
Race and ethnicity were explored to compare culturally specific and non-culturally specific providers.[3] Culturally specific providers had substantially higher percentages of staff who identify as African/Black/African American (20%) and Asian (15%) compared to non-culturally specific providers (6% and 4% respectively). The percentage of staff who identify as Latina(o)/Latinx or Hispanic was slightly higher in non-culturally specific providers (25%) than in culturally specific providers (21%). The percentage of staff who identify as white was substantially higher in non-culturally specific providers (54%) compared to culturally specific providers (31%).



Salary data was also explored for differences between culturally specific and non-culturally specific providers. Average salaries were higher for culturally specific providers for each position reviewed, ranging from 1% higher (about $650) for case managers/workers to 26% higher (about $14,400) for QA staff. Culturally specific providers had a larger difference between the highest and lowest paid staff, ranging from $20,000 for an administrative staff member to $400,000 for an executive leadership position.

[3] The number of staff reported on by culturally specific providers ranged from two to 580. Organizations with higher reported numbers are more heavily represented in the results, while organizations with lower reported numbers may not fully capture their staff's demographics.


Average Salary by Position Type
Non-Culturally Specific
Culturally Specific
$53,644
$54,295
$50,718
$54,633
$51,402
$54,918
$43,644
$52,690
Case Managers/ Workers
Housing Liaisons
Outreach Workers
Shelter Staff


Average Salary by Position Type
Non-Culturally Specific
Culturally Specific
$49,381
$53,407
$55,557
$60,190
$55,266
$69,667
$68,762
$75,884
$111,005
$127,155
Other Client Facing Roles
Administrative Roles
Quality Assurance (HMIS) Staff
Management Roles
Executive Leadership

APPENDIX A: PAY EQUITY ANALYSIS TABLE

Washington County SHS-Contracted Organizations Salary Overview					
	Number of Organizations	Number of Employees	Min Salary	Average Salary*	Max Salary
Position Type					
Case Managers	18	258	$39,520	$53,919	$72,684
Housing Liaison	14	82	$39,957	$53,057	$75,000
Outreach Workers	9	35	$43,680	$53,210	$70,000
Shelter Staff	11	126	$36,400	$44,793	$59,280
Other Client Facing Role**	14	582	$34,216	$51,221	$166,400
Administrative Role	21	245	$20,000	$58,007	$90,100
Quality Assurance Staff	16	22	$44,720	$57,229	$73,500
Management Role	22	398	$37,873	$71,953	$169,620
Executive Leadership	22	115	$55,120	$116,903	$400,000
Other full-time staff	12	70	$33,500	$54,311	$87,000
Organization Size					
1-15 staff	5	45	$45,760	$74,498	$278,553
16-50 staff	10	276	$20,000	$64,156	$259,778
Over 50 staff	8	1630	$33,500	$59,490	$400,000
Culturally Specific Services					
Culturally Specific	7	845	$20,000	$63,276	$400,000
Non-Culturally Specific	16	1106	$34,216	$58,375	$228,000

** Weighted by number of staff in each role per provider*

*** Includes staff from three organizations collected using different categories (e.g., direct service staff, health workers).*

Attachment I

Regional Coordination

This section was co-drafted by Washington, Clackamas, and Multnomah counties.

No one person, organization, or county can solve the homelessness crisis alone—it will take all of us working in close coordination to address homelessness across the region. Over the past year Clackamas, Multnomah, and Washington counties continued to work closely together, in partnership with Metro, to advance shared objectives. This collaboration took place through the Tri-County Planning Body, collaborative administrative projects, and special initiatives such as Built for Zero. In addition, regular leadership conversations and jurisdictional work groups elevated lessons learned across programs and promoted common approaches. Below is a summary of key elements of our regional collaboration over the last year.

Tri-County Planning Body

To strengthen coordination and alignment of program implementation across the Metro region, the Tri-County Planning Body (TCPB) — the leadership body that defines the regional priorities for SHS implementation — has identified six regional goals, strategies, and outcome metrics to address homelessness. In FY 2024 the TCPB made progress toward these goals by approving Regional Implementation Fund (RIF) expenditures based on implementation plans developed by the three counties and Metro. The TCPB approved the first implementation plan in March of 2024, directing $8 million to support a menu of interventions to increase participation from landlords in rehousing programs, including outreach materials, additional policy workgroup spaces and studies, pilot approaches, and the Risk Mitigation Program. The TCPB is expected to approve additional implementation plans in 2024.

Health and Housing Integration

In alignment with the TCPB's goal to create system alignment and increase long-term partnerships, the Regional Implementation Fund (RIF) is currently being utilized to invest in staff supporting health and housing system integration and regional coordination. These positions are supporting Medicaid 1115 Demonstration Waiver coordination and implementation, partnerships with Coordinated Care Organizations and health care partners, and the establishment of regionalized best practices for housing and health care integration.

The Medicaid 1115 Demonstration Waiver represents an opportunity for Medicaid dollars to pay for certain Health-Related Social Needs (HRSN), since food insecurity, housing instability, unemployment, and lack of reliable transportation can significantly contribute to poor health outcomes. This past year Clackamas, Washington, and Multnomah counties began work with Trillium and Health Share to establish network hubs, which will allow counties to receive referrals for HRSN housing services, including up to six months of rent and utilities, home modification and remediation, and tenancy support through case management. Counties will help create housing plans, provide technical assistance, sequence services, and manage the provider network.

To further support system alignment the three counties also worked toward establishing the first medical respite program in the region through a grant partnership with Kaiser Permanente. Too often, people experiencing homelessness encounter barriers to health recovery after hospitalization as they attempt to recuperate without housing stability. Medical respite provides a safe, stepped-down level of care upon discharge. Such programs have demonstrated improved health outcomes, greater service connectivity, and cost savings for hospitals. Through the grant the counties are also able to participate in the National Institute on Medical Respite cohort, designed to provide support for building, maintaining, and improving medical respite programs.

The counties are also in collaboration to better coordinate services with long-term support partners for im-

proved behavioral health outcomes. To this end, Washington County has established population-specific liaisons, such as a housing case manager who works with people over the age of 65 and/or are connected to disability services, and Clackamas County has used this model to develop and issue a program offer for similar services. Clackamas County staff are standing up a behavioral health intervention team at fixed-site supported housing programs to help stabilize participants to be able to retain their housing, and sharing ideas and best practices regarding this work.

Washington County also led efforts in the tri-county region to stand up case conferencing with health plan partners and nationwide consultants. Based on this foundation, Clackamas County established a Health and Housing Case Conferencing Pilot in March 2024. Regular participants of case conferencing include Health Share, Trillium, behavioral health partners, peer supports, and plan partners. Clackamas, Washington, and Multnomah Counties will continue to work together to help establish and improve these practices regionally.

Collaborative Administrative Projects

Request for Qualifications (RFQu) Process

In FY 2024 Metro led a four-jurisdictional effort to create a pre-approved list of contractors that can provide Training and Technical Assistance. Staff from all jurisdictions worked together to craft a procurement opportunity that yielded a list of 67 qualified providers. Providers qualified in 15 different areas of expertise, ranging from racial equity and social justice to unit inspection. This large pool of subject matter experts is now readily available to support capacity building across the region.

Homeless Management Information System

In March 2024, Multnomah County officially became the central administrator of the region's Homelessness Management Information System (HMIS). To facilitate this transition, the region's data teams coordinated closely to regionalize HMIS policies and procedures and update intergovernmental agreements. This robust coordination is memorialized in a regional HMIS governance structure that is still taking shape.

One of two HMIS governance bodies are currently in operation. The Regional HMIS Council, a body responsible for overall vision, strategic direction and governance, is yet to be formed. However, the Technical Change Control Board (TCCB) has been operational since April 2024 and meets monthly to advance key activities. The TCCB consists of a representative from each county, the primary system administrator, and a representative from the Domestic Violence Comp Site. This coordination has allowed us to set and move forward with regional priorities, such as procuring a new HMIS system, merging duplicate entries, and establishing an HMIS regional Data Mart. The Data Mart has given us the opportunity to improve data access, quality, and reporting efforts across the region. It incorporates regional HMIS data and is accessible to regional partners for further development to match their needs.

Data Collaboration

In addition to the coordination that occurs as part of the new HMIS tri-county governance structure, the data teams in each county meet on a monthly basis to exchange information, discuss best practices for project structure and resource allocation, and coordinate around all things pertaining to SHS. In addition to this monthly meeting, a larger group of analysts from each county meet on a monthly basis to exchange information about metric operationalization and other topics related to our roles as analysts. This is also a group where we discuss potential alignment with respect to SHS topics and learn best practices around other aspects of work such as Regional Long-Term Rent Assistance (RLRA) quality control in HMIS. We also consistently collaborate across the three jurisdictions, with support from Metro and external consultants, on key projects like the Medicaid 1115 Waiver expansion.

Regional Long-Term Rent Assistance Workgroup

The Regional Long-Term Rent Assistance (RLRA) workgroup was created at the beginning of the SHS measure with the intention of streamlining the administration of the RLRA program for the region. Initial meetings

brought representatives from each county's Housing Authority together to create regional policies and processes for administering the program, which included uniform application packets and landlord documents. These foundational documents and conversations have supported the evolution of the program and set universal standards aimed to decrease barriers for folks administering and accessing the services across the region.

Over the first three years of SHS implementation, this workgroup has broadened their focus to address ongoing revisions to program policies, evaluate regional RLRA data to identify similarities and differences between the counties, troubleshoot challenges in administering rent assistance, and explore opportunities for peer learning. Notably, a core function of the workgroup is to discuss and recommend programmatic improvements for the counties to assess and implement. Additionally, in an effort to simplify the transfer process and limit undue stress from having to navigate different systems, the workgroup created deliberate space to review and discuss specific cross-county transfer requests for when a household participating in the RLRA program wants to move to a neighboring county. Other work products included updating intake forms to reflect changes to inspections, demographic categories, and clarified rights and responsibilities as part of ongoing maintenance of the program.

As the RLRA workgroup continues their work into year four of SHS implementation, the counties remain grounded in the SHS mission of supporting folks in moving out of houselessness into housing across the region through our shared commitment of providing efficient and equitable delivery of the RLRA program.

Special Initiatives

Built for Zero Collaboration

In the third year of Built for Zero (BfZ), Clackamas, Multnomah, and Washington counties met monthly to collaborate, share progress, and learn from each other's case conferencing sessions to strengthen our regional approach to ending homelessness. The counties focused on enhancing leadership involvement, aligning on common goals, and using accurate data to guide our efforts. We are also improving our ability to implement new strategies and drive change.

Point in Time Count (PIT)

The three counties worked in unison to launch their Point in Time (PIT) counts in 2023 and continued that collaboration again for a sheltered count that was completed in 2024. Through our combined efforts, all three jurisdictions have prioritized advancements to achieve a more accurate count. This collaboration continues as all three jurisdictions are in regular planning meetings to prepare for the January 2025 sheltered and unsheltered PIT count.

AIS-5633 **8.**

Business Meeting

Meeting Date: 11/12/2024

Length (in minutes): 40 Minutes

Agenda Title: River Terrace 2.0 Update - Climate Goals, Housing Plan, Annexation

Authored By: Schuyler Warren

Presented By: Schuyler Warren

Item Type: Update, Discussion, Direct Staff

Public Hearing Legal Ad Required?: No

Publication Date:

Information

EXPLANATION OF ISSUE

The Community Development team will provide Council with an update on the progress of River Terrace 2.0 Community Planning. This update will focus on the goal setting, climate strategies, and housing plan.

The team also requests Council direction on a final property tax phase-in rate for annexation.

ACTION REQUESTED

The team welcomes Council questions and feedback on the project.

There is a specific request to approve a property tax phase-in rate for the area.

BACKGROUND INFORMATION

In 2019, the Tigard City Council updated its two-year Council Goals to include direction to staff to prepare a concept plan for two urban reserve areas at the southwestern edge of the city. The first of these areas, West River Terrace (Roy Rogers West) is comprised of 303 acres located at the western extent of the current Tigard city limits. The area is south of SW Scholls Ferry Road, east of SW Vandermost Road and directly west of Tigard's current River Terrace community. South River Terrace (Roy Rogers East) is located at the southwestern extent of Tigard city limits, north of SW Beef Bend Road. This 205-acre area is bounded by the existing River Terrace community to the north, the recent King City urban growth boundary (UGB) expansion area (Kingston Terrace) to the south, SW Roy Rogers Road to the west and SW 150th Avenue to the east.

City staff applied for and received a 2040 Planning and Development Grant from Metro to fund the concept planning work for these areas. A contract was awarded in June of 2020 and the project kicked off in July of that same year. Due to the COVID-19 pandemic, this was the first major long-range planning effort in Tigard to take place entirely through remote coordination.

Technical experts in the fields of infrastructure engineering, transportation planning, environmental science, housing, finance, and commerce were part of the project team and generated detailed reports on the concept plan.

Based on the feedback from the public, city staff, agency partners, and the technical experts, the project design team developed a concept plan that best meets the city's goals for equity and sustainability.

A Concept Plan is only the first step in planning for the eventual transition of an area from rural to urbanized land. It sets out a vision to guide future planning efforts and provides approaches to meeting the city's goals to create walkable, livable, and equitable neighborhoods that provide housing opportunity and access to all. It also provides a high-level look at the environmental context for development; associated infrastructure that will be needed to support development, and the funding levels, structures, and sources that will be needed to build this infrastructure.

The Concept Plan supported the city's application to Metro to add these two urban reserves to the regional Urban Growth Boundary (UGB). They demonstrate compliance with the requirements of Metro Urban Growth Boundary Management Functional Plan (UGMFP) and present the city's commitment to development approaches that meet regional and local needs.

UGB Expansion
In October of 2021, the city submitted an application for UGB expansion to Metro. Upon reviewing the Concept Plan and the application, Metro Council directed Metro staff to prepare a proposal to add the urban reserves through the land swap process allowed under state law. This process involves adding lands to the Urban Growth Boundary by removing a similar acreage of land elsewhere.

Over the course of a year and a half, Metro staff studied potential options and provided a recommendation to Metro Council. On February 6, 2023, the Metro Council approved the land swap recommendation, approving the City of Tigard's application to add River Terrace 2.0 to the UGB. In May of 2023, the Director of the Department of Land Conservation and Development acknowledged and approved this UGB amendment.

Community Plan Scoping and Funding
Following the approval, the Tigard Community Development team prepared an application to Metro for a 2040 Planning and Development Grant to support the preparation of a Community Plan, the final step in preparing these urban reserves for development.

On the recommendation of the Metro Chief Operating Officer, the Metro Council approved $700,000 in grant funding on July 20, 2024. The Tigard Council accepted the award on July 25, 2023. During the same period, the Community Development team prepared applications to the Department of Land Conservation and Development to fund the proposed Housing Plan, Infrastructure Plan, and Development Code work. The first two of these were awarded, for a total of $152,000, while the third is pending an award notification. In addition, the city received a formula grant of $118,610 from the Department of Energy under the Inflation Reduction Act. This funding will provide for energy efficiency and climate planning in River Terrace 2.0.

Project Tasks
Throughout the spring and summer of 2024, the Tigard team along with its consultants have been at work preparing project management plans and documents, scoping infrastructure studies, preparing draft climate goals and strategies, studying housing approaches, and planning and conducting community engagement events.

This briefing will cover some of the important outcomes of that work.

Annexation

Alongside the planning process, the team intends to work on annexation of the properties in question. Early annexation provides benefits to the city, the property owners, and developers. It provides certainty and shortens the development pipeline for needed housing. As an incentive for early annexation, the city team has proposed a graduated property tax phase-in as allowed under state law. The proposed phase in would exempt property owners from all city property taxes in the first year, 50% of city property taxes in year two, and impose the full tax rate in year three.

Dates of Previous and Potential Future Considerations

March 3, 2020 - Council acceptance of Metro 2040 Planning grant to fund Concept Panning for River Terrace 2.0
September 15, 2020 - Briefing on River Terrace 2.0 progress
February 2, 2021 - Briefing on River Terrace 2.0 progress
April 27, 2021 - Briefing on River Terrace 2.0 progress
June 8, 2021 - Briefing on final Concept Plan and direction from Council to apply to Metro for UGB expansion
July 25, 2023 - Council acceptance of Metro 2040 Planning grant to fund Community Planning
July 25, 2023 - Council approval of grant application to Department of Land Conservation and Development
February 13, 2024 - Council approval of contract to conduct Community Planning with EcoNorthwest
May 28, 2024 - Project kickoff briefing
Winter 2025 - Council consideration of annexation
Summer 2026 - Council adoption of Community Plan, Comprehensive Plan Amendments, Zoning Map, and Development Code Amendments

Public Involvement

June 17, 2024 - Kickoff briefing to Planning Commission
June 26, 2024 - Climate Action Tigard Meeting
August 20, 2024 - Community Advisory Committee Meeting #1
October 1, 2024 - Community Advisory Committee Meeting #2
October 21, 2024 - Housing Advisory Committee Meeting #1
October 29, 2024 - Community Advisory Committee Meeting #3

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

The Community Plan will be aligned with Strategic Plan, Comprehensive Plan, Climate Resiliency goals, and Council Goals.

ALTERNATIVES & RECOMMENDATION

ADDITIONAL RESOURCES

Attachments

Presentation
Draft Climate Goals
Housing Summary Memo

RIVER TERRACE 2.0 COMMUNITY PLAN

Tigard City Council
November 12, 2024

Project Update Summary

Project Update Summary

First Phase Major Tasks

- Project kickoff - April 2024
- Site tour
- Community engagement plan
- Climate goal setting
- Housing planning
- Transportation study scoping
- Committee formation

RIVER TERRACE 2.0 COMMUNITY PLAN

Project Update Summary

First Phase Major Engagement

- Website / Mailing List
- Community Advisory Committee
  - Meeting 1 – Background
  - Meeting 2 – Climate goals
  - Meeting 3 – Housing
- Housing Advisory Committee
  - Meeting 1 – Housing mix
- Climate Action Tigard meeting

RIVER TERRACE 2.0 COMMUNITY PLAN

Project Update Summary

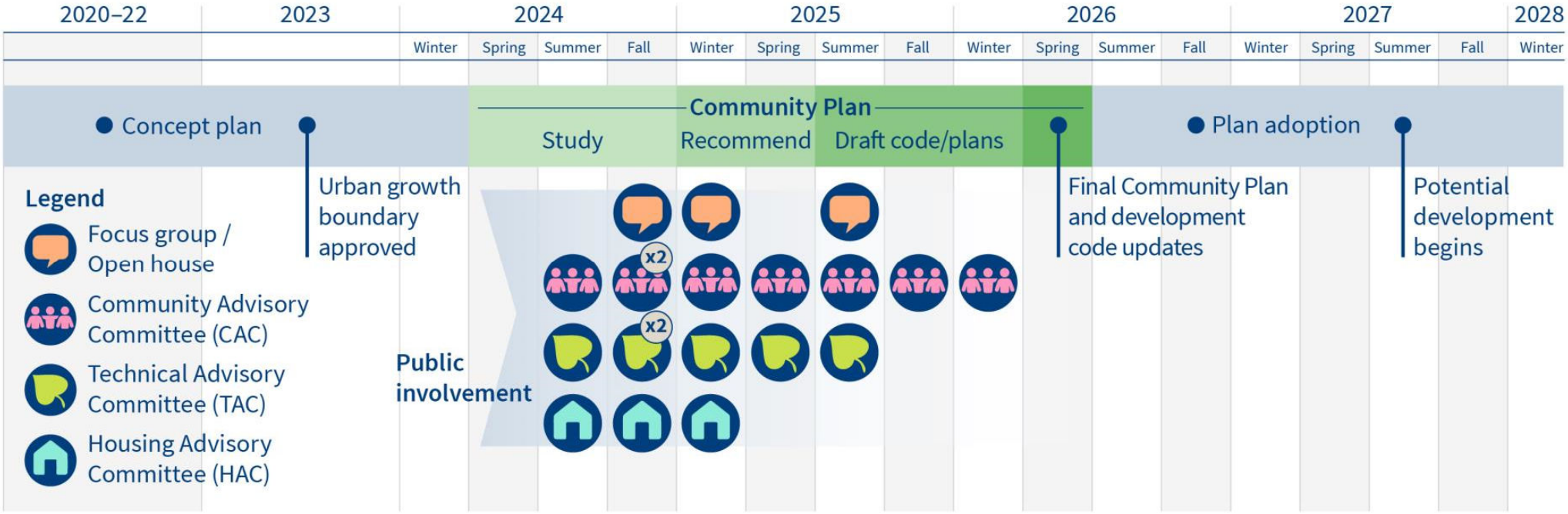
Upcoming Major Engagement

- Storymap
- Community Advisory Committee
  - Meeting 4 – Parks
  - Meeting 5 – Transportation
- Housing Advisory Committee
  - Meetings 2 and 3
- Public Open Houses
- Focus Groups

RIVER TERRACE 2.0 COMMUNITY PLAN

RIVER TERRACE 2.0
COMMUNITY PLAN

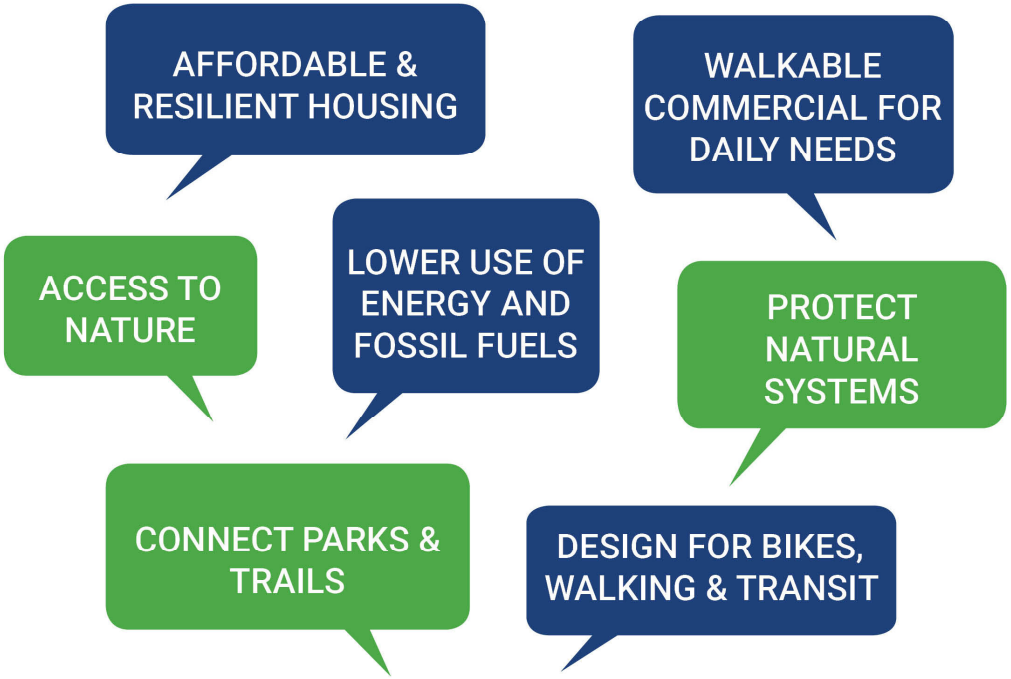
Project Update Summary



Climate Goals

Climate Goals

DRAFT RT2.0 Climate Resilience Goals
WHAT WE HEARD



Climate Goals

DRAFT RT2.0 Climate Resilience Goals
CLIMATE RESILIENCE VISION

INSTEAD OF SUBURBAN "SPRAWL"...



Climate Goals

DRAFT RT2.0 Climate Resilience Goals

CLIMATE RESILIENCE VISION

...WE ARE PLANNING FOR

CLIMATE-RESILIENT NEIGHBORHOODS!

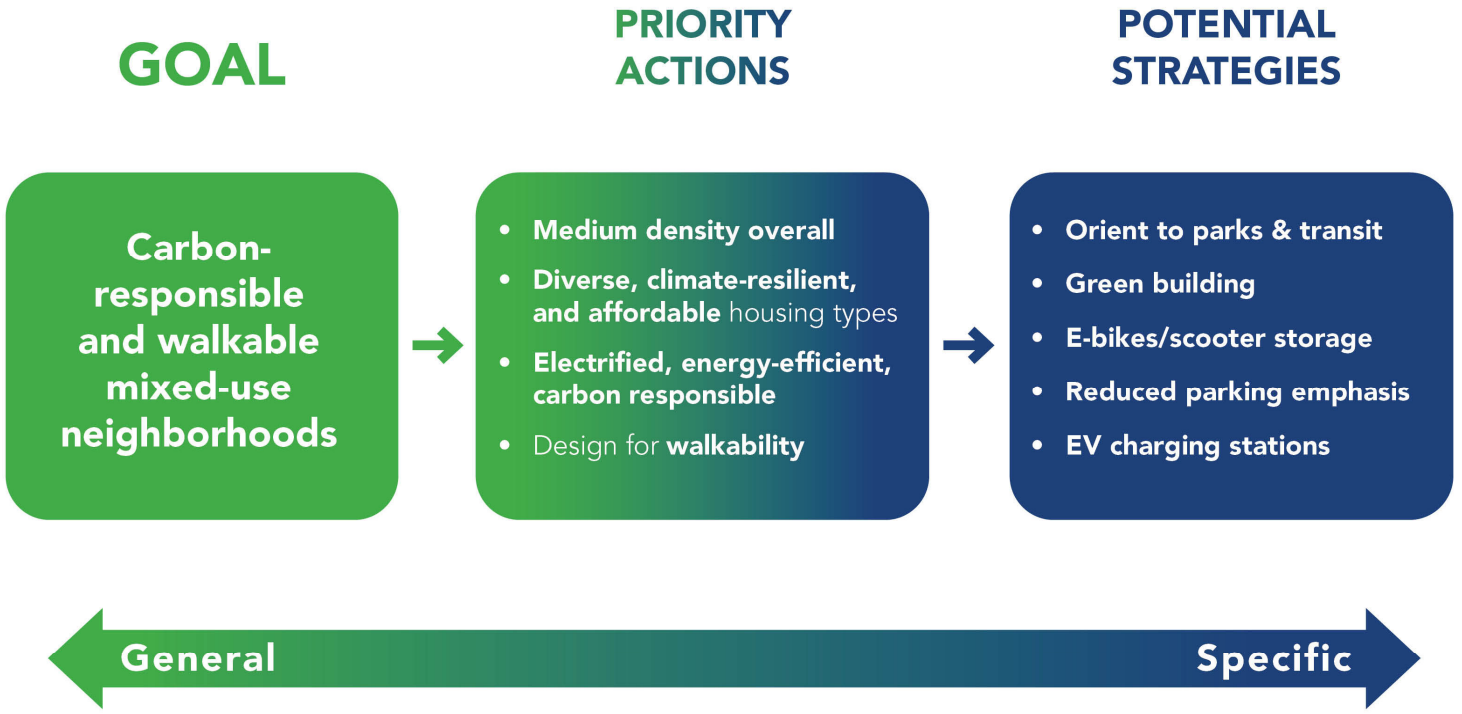


WALKER MACY · CASCADIA CONSULTING GROUP · CITY OF Tigard · RIVER TERRACE 2.0 COMMUNITY PLAN

Climate Goals

DRAFT RT2.0 Climate Resilience Goals
MEMO STRUCTURE

(Using Housing & Development Goal as example)



Climate Goals

DRAFT RT2.0 Climate Resilience Goals
COMMUNITY PLAN AREAS OF INFLUENCE

HOUSING & DEVELOPMENT



WATER SYSTEMS



NATURAL SYSTEMS



TRANSPORTATION



PARKS



WALKER MACY · CASCADIA CONSULTING GROUP · CITY OF Tigard · RIVER TERRACE 2.0 COMMUNITY PLAN

Climate Goals

DRAFT RT2.0 Climate Resilience Goals

HOUSING & DEVELOPMENT: WHY IT MATTERS

Sprawling suburban development is **harmful to natural systems** and **forces people to rely on cars.**

Suburban housing **choices are limited** and typically energy inefficient/**carbon-intensive.**

Together, **buildings and transportation comprise 85% of Tigard's greenhouse gas emissions**, and **buildings are responsible for over 40% of Tigard's energy use**.



Climate Goals

DRAFT RT2.0 Climate Resilience Goals
HOUSING & DEVELOPMENT: Overall Goal

Medium-density, affordable, and walkable mixed-use neighborhoods, built with carbon-responsible and resilient construction.



Orenco Station, Hillsboro

Climate Goals

DRAFT RT2.0 Climate Resilience Goals
HOUSING & DEVELOPMENT: Priority Actions

- **Medium density overall** (20 units per acre minimum)
- Three higher-density **mixed-use main streets**
- Commercial development that **meets daily needs**
- **Diverse, climate-resilient, and affordable** housing
- **Electrified, energy-efficient, carbon-responsible** construction
- **Renewable**, shared energy
- Design for **walkability**


Washougal, WA


Seattle, WA


Sebastopol, CA


Bainbridge, WA

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Climate Goals

DRAFT RT2.0 Climate Resilience Goals

TRANSPORTATION: Why It Matters

Dependence on cars, limited public transit options, and aging transportation infrastructure has resulted in **mobility disparities and inefficiencies, increased traffic congestion, and high greenhouse gas emissions.**

Transportation is the **largest source of emissions in the U.S.** and comprises over 40% of Tigard's emissions.



Climate Goals

DRAFT RT2.0 Climate Resilience Goals
TRANSPORTATION: Overall Goal

A well-connected active transportation network that enables residents and workers of all ages, abilities and socioeconomic backgrounds to safely use healthy, low-cost, and low-emission transportation modes.



Climate Goals

DRAFT RT2.0 Climate Resilience Goals
TRANSPORTATION: Priority Actions

Note: Priority actions for Housing & Development, Parks, Water Systems, and Natural Systems intersect with Transportation priority actions.

- Prioritize **low-carbon modes**
- Design **streets for people**
- **Connect to regional network**
- Frequent, efficient **transit**
- **EV charging** and **low-cost micromobility** (eg scooters)
- **Mitigate impacts** of **existing large roads**
- **Reduce** overall **paved surface**
- **Minimize harmful impacts** to natural systems
- **Disaster resiliency**


San Francisco, CA


Portland, OR


Kirkland, WA


Seattle, WA

Climate Goals

DRAFT RT2.0 Climate Resilience Goals
WATER SYSTEMS: Why It Matters

Climate change is leading to **profound changes** in the water cycle, increasing the risk of **flooding, drought, and degraded water supplies** for people, businesses, and ecosystems. Sustainable water systems management is critical for **long-term climate resilience.**



Stormwater run-off has already caused damage in the Bull Mountain area.

Climate Goals

DRAFT RT2.0 Climate Resilience Goals
WATER SYSTEMS: Overall Goal

Prioritize the maintenance and renewal of the Tualatin watershed in a changing climate. Build efficient and low-cost operations, and provide affordable, high-quality and sufficient water for users, especially low-income businesses and residents.


Seattle, WA

Climate Goals

DRAFT RT2.0 Climate Resilience Goals
WATER SYSTEMS: Priority Actions

Note: Priority actions for Housing & Development, Transportation, Parks, and Natural Systems intersect with Water Systems priority actions.

- **Reduce impervious surfaces**
- **Buffer** and **enhance creeks**
- Utilize **on-site stormwater management** and **green infrastructure**
- Integrate **drought and flood-resistant vegetation**
- **Maximize resiliency** of pump stations and water treatment facilities
- Site stormwater treatment facilities and other water infrastructure with **attention to natural systems**
- **Recycle water** for irrigation


Portland, OR



San Luis Obispo, CA



Tualatin Valley, OR

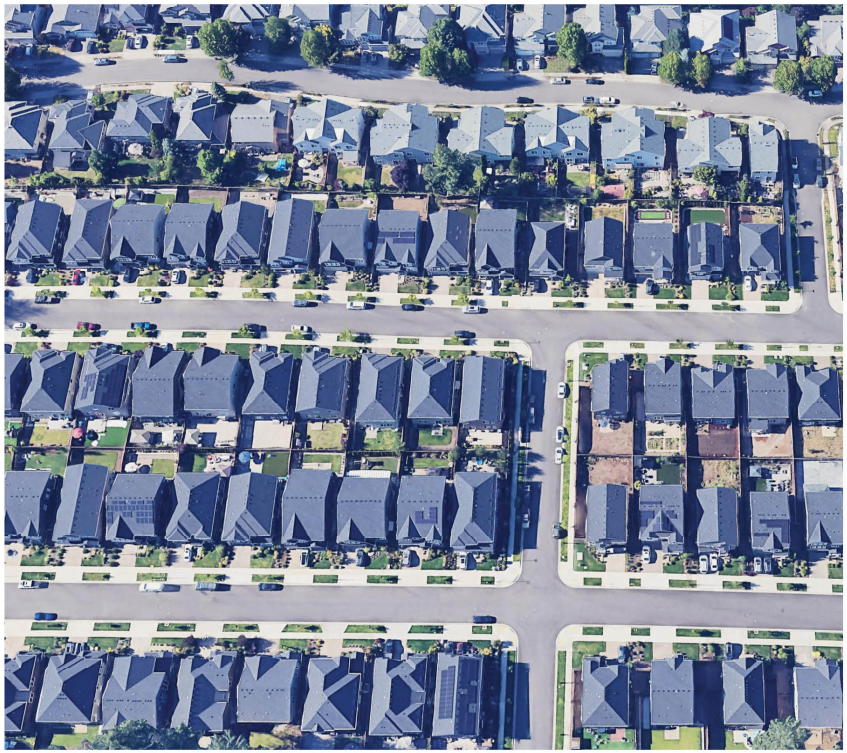

Multnomah County, OR

Climate Goals

DRAFT RT2.0 Climate Resilience Goals
PARKS: Why It Matters

Limited green space and an unequal distribution of parks has resulted in **underserved communities** without access to critical green spaces, **exacerbating social and environmental inequities**.

Parks and nature-based infrastructure can also **mitigate heat impacts, improve stormwater management**, support **biodiversity**, and **sequester carbon**.



Climate Goals

DRAFT RT2.0 Climate Resilience Goals
PARKS: Overall Goal

All residents will be within a 10-minute safe, comfortable walk of at least one accessible, climate resilient, habitat-friendly, and high-quality park or recreation space and to an inter-connected multi-use trail network.


Beaverton, OR

Climate Goals

DRAFT RT2.0 Climate Resilience Goals
PARKS: Priority Actions

Note: Priority actions for Housing & Development, Transportation, Water Systems, and Natural Systems intersect with Parks priority actions.

- Ensure **equitable access** to parks
- **Connect parks** to regional trails, parks and open space
- Design parks to serve as "**climate havens**"
- Prioritize park acquisition based on **significant natural systems**
- Provide **public spaces/parks in mixed-use centers**
- Incorporate **native and drought-friendly** landscaping


Tigard, OR


Boston, MA


Tigard, OR


Lakewood, CO

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Climate Goals

DRAFT RT2.0 Climate Resilience Goals
NATURAL SYSTEMS: Why It Matters

Natural ecosystems are increasingly facing **climate impacts.** RT2.0 can **protect and steward** natural systems to promote climate resiliency and offer residents **opportunities to recreate and connect with nature.**



Climate Goals

DRAFT RT2.0 Climate Resilience Goals
NATURAL SYSTEMS: Overall Goal

Natural systems are identified, protected and stewarded. Management strategies like low-impact development and planting and maintenance of climate-resilient trees offer residents multiple benefits including natural beauty, mitigation of risks from flooding, shade and cooling during hot weather events, and the ability to appreciate nature.


Banks, OR

Climate Goals

DRAFT RT2.0 Climate Resilience Goals
NATURAL SYSTEMS: Priority Actions

Note: Priority actions for Housing & Development, Transportation, Parks, and Water Systems intersect with Natural Systems priority actions.

- **Preserve** existing and emergent **high-value habitats**
- Provide **generous buffers** around habitat corridors
- **Integrate** development thoughtfully
- Require **low-impact** and **habitat-friendly** development
- Protect, expand, and maintain **tree canopy**
- Promote the use of **native** and **climate-resilient plants**
- Conduct **ongoing restoration and management**
- Create **monitoring systems** to track ecosystem changes


Oregon White Oak


Hillsboro, OR


Minneapolis, MN


Portland, OR

Climate Goals

DRAFT RT2.0 Climate Resilience Goals

POTENTIAL TOOLS



Zoning & Development Code

Building Code

City Plan Updates (eg Transportation System Plan)



Financial Incentives

Public Investments/ Pilot Projects



Marketing

Developer Recruitment/ Invitation

Housing Plan


Image Credit: Becky Hewitt, ECOnorthwest


Image Credit: Becky Hewitt, ECOnorthwest


Image Credit: Becky Hewitt, ECOnorthwest

Housing Advisory Committee

- What are the biggest barriers to developing smaller scale multi-unit buildings (either regulated affordable or market rate apartments)?
- What would make it more feasible or appealing to develop smaller scale multi-unit housing in River Terrace 2.0?
- What are the biggest challenges for achieving a fine-grained mix of housing types on the block level?
- What housing types pair best together on a fine-grained scale? Which types are harder to do on single block? What factors contribute to this?
- Are there situations with site conditions that make it easier or harder to do a fine-grained mix of housing types?

RIVER TERRACE 2.0
COMMUNITY PLAN



Community Advisory Committee

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What housing types pair best together on a fine-grained scale? Which types are harder to do on single block? What factors contribute to this?

Are there situations with site conditions that make it easier or harder to do a fine-grained mix of housing types?

RIVER TERRACE 2.0 COMMUNITY PLAN

Annexation

Annexation

Proposal

- Annex subject properties alongside planning work
- Phase-in city taxes
- Keep County zoning (FD-20)

Annexation

Purpose

- Provide certainty to development
  Reduce costs for all parties
- Utilize existing legal description
- Streamline process for staff and Council
- Reduce time to development

Annexation

Legal Process

- Triple majority election
- Written consent from:
  - At least half the property owners,
  - Representing at least half the land area, and
  - Half the assessed value.

RIVER TERRACE 2.0 COMMUNITY PLAN

Annexation

Property Tax Phase-In

- Allowed by OAR 150-222-0110
- Was used in 2011 (River Terrace)
- Previously rate 33% -- 66% -- 100%
- Proposed rate 0% -- 50% -- 100%
- Concurrence of Community Development, Public Works, Finance, and Police

RIVER TERRACE 2.0 COMMUNITY PLAN

Annexation

Council Direction

Does the Council support the proposed rate phase in:

- 0% - year 1 (2026)
- 50% - year 2 (2027)
- 100% - year 3 (2028)

Discounted rate would be lost if property redevelops prior to 2028

RIVER TERRACE 2.0 COMMUNITY PLAN

RT 2.0 Climate Resilience Goal Setting

Introduction

Suburban greenfield development in the Metro region and around the United States has typically taken the form of low-density development that requires residents and workers to use cars to efficiently access their jobs and daily needs. All over the country, this suburban land use and transportation pattern has been shown to create the **highest carbon emissions per household,** contributing to increased climate risks and hazards especially impacting frontline communities.[1] Low-density, residential greenfield development requires more material use, energy use, and natural system impacts per capita than more dense development.[2]

In 2019, the community of Tigard emitted a total of 571,164 tons of emissions.[3] Total emissions in Tigard will likely increase by 2035 without significant changes to development patterns, with a main factor being high vehicle miles travelled per person. In the context of a changing climate and increasing hazards, Tigard community members are concerned about the lack of services and resources for resilience in suburban residential areas, as well as increasing hazards and rising costs. In response to these significant impacts and concerns, the City of Tigard aims to transcend the typical suburban development model with an innovative, carbon-responsible, and equity-centered approach to the development of River Terrace 2.0.

This document is a first draft of Task 3.B Climate Resilience Goal Setting of the River Terrace 2.0 Community Plan. The intent is to offer a tangible and relatively detailed proposed vision and working goals for input and further shaping by Element teams and the City of Tigard. To inform this work, Cascadia Consulting Group, in collaboration with Walker Macy, completed a climate background review and policy audit to understand existing climate-related goals and policies. We also compared Tigard's existing goals to community input and established best practices.

Ultimately, the RT 2.0 Climate Team (Walker Macy and Cascadia), in collaboration with other Element teams, will present the City with an "Equitable, Climate Resilient Community Plan" which will include a climate vision, goals, and recommended climate policies, objectives, and strategies, integrated within the detailed elements of the RT2.0 Community Plan.

[1] Jones, C., & Kammen, D. M. (2014). Spatial Distribution of U.S. Household Carbon Footprints Reveals Suburbanization Undermines Greenhouse Gas Benefits of Urban Population Density. Environmental Science & Technology, 48(2), 895–902. doi:10.1021/es4034364 and shown on maps here: https://coolclimate.berkeley.edu/maps

[2] Tomer et al. (2021). Brookings Institute. https://www.brookings.edu/articles/we-cant-beat-the-climate-crisis-without-rethinking-land-use/#:~:text=Metropolitan%20America%20has,or%20forest%20fires.

[3] Tigard Climate Action Report. (2022). Climate Action Report 2022 (tigard-or.gov)

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Vision

ORIGINAL RT2.0 CONCEPT PLAN VISION

"RT2.0 is a neighborhood for everyone and a complete community. It offers housing opportunities to the full diversity of Tigard's families and households. This community is made complete by providing space for small businesses and a thriving economy, a variety of housing options, and accessible parks and open spaces. The transportation system treats all modes equally, with walking and biking trails throughout the community, a road system that emphasizes safety and regional access, and a development pattern that supports an efficient public transit system. Public spaces and parks offer places for the community to gather. Natural areas are protected and enhanced to emphasize habitats and scenic views. Public utilities are designed to maximize cost-efficiency and long-term fiscal sustainability. The costs of necessary infrastructure are shared in an equitable manner."

RT2.0 COMMUNITY PLAN CLIMATE RESILIENCE VISION

Building off the original concept, the Community Plan Climate Resilience Vision strengthens the original attention to climate and equity, and emphasizes specific features that reduce GHG emissions, improves climate resiliency, and contribute to climate equity. This is in response to evolving regional and state priorities and from community input.

As a medium density, mixed-use, mixed-income, and complete community home to over 4,000+ households and a range of businesses and amenities, RT2.0 is a model of innovative carbon-responsible, climate resilient, and equity-focused development, to both reduce greenhouse gas emissions and build resilience in anticipation of increasing extreme weather and climate change hazards. The built environment and infrastructure of RT2.0 enable residents and workers to live low-carbon, healthy, and resilient lives.

Key features include: a range of housing types; efficient use of land; housing affordable to low-income residents, first-time home buyers, and seniors; resource-efficient design, construction, heating/cooling, and

maintenance; the use of renewable energy resources; easy and safe access to local destinations using non-motorized transportation modes like walking and biking within 15-minute complete neighborhoods; equitable access to services and parks; stewardship of natural systems and water systems; and cost-effective financing of public infrastructure that is designed with climate resilience and low-cost maintenance at the forefront.

RT 2.0 responds to regional and local housing needs, with at least half of the housing affordable to households making less than 80% of the Area Median Income. Residents and workers enjoy accessible, well-connected parks, trails, and open spaces and visible natural systems, an interconnected street grid which enables access to weekly needs within a 10-minute walk or roll, and walkable commercial corridors that offer spaces for independent and small businesses, including green-focused businesses. The transportation system prioritizes accessible, healthy, low-emissions, and low-cost transportation options, with Complete Streets and development patterns that support an efficient public transit system. Public spaces and parks offer places for the community to gather and to access cooling, shade, and respite from extreme heat. Natural areas are protected and enhanced to emphasize air and water quality, climate resilience, habitats, public access by walking or biking, recreational opportunities like fishing and swimming, and scenic views. Buildings, public infrastructure, and utilities are funded equitably and designed to maximize efficiency, resilience to extreme weather, and long-term fiscal sustainability.

Housing and Development

WHY THIS MATTERS

Historic suburban housing and development patterns, with large detached single-family houses and segregated land uses, have trapped residents and businesses into carbon-intensive lifestyles and exacerbated climate change impacts such as increases in heat and flooding, with risks unevenly distributed.[4] Together, buildings and transportation (including people using personal vehicles to meet daily needs) comprise 85% of Tigard's greenhouse gas emissions, and buildings are responsible for over 40% of Tigard's energy use.[5]

Existing Tigard Policies That Support Bold Action

Overall: Tigard's policies have historically encouraged low density, segregated use suburban development, though recent policy changes encourage compact urban form and higher densities, green buildings, and a range of housing types.

- **Tigard Climate Action Report** "Changes to urban form and building energy efficiency will need to be a significant element of Tigard's decarbonization pathway." ***Urban Form & Buildings, Action 1****: Increase the density of Tigard's new dwellings by shifting 80-90% of expected new, single-family homes to be duplexes. After 2028, all new buildings meet Passive House Standard (15 kWh/sq yd).*

- **Comprehensive Plan, Housing Element:** Identifies the need for over 7,400 new units in Tigard by 2040, especially a need for less expensive ownership units and rental units. ***Goal 10.2*** *Maintain a high level of residential livability.* ***Policy 5.*** *The City shall encourage housing that supports sustainable development patterns and climate change preparedness and mitigation by promoting the efficient use of land, conservation of natural resources, easy access to public transit and other efficient modes of transportation, easy access to services and parks, resource efficient design and construction, and the use of renewable energy resources.*

- **Tigard RT2.0 Concept Plan** calls for modest density and mixed uses, which can be strengthened, and connected with green building, energy efficiency and renewable energy measures, to ensure the best climate responsible development.

Tigard Community Support for Bold Action

Climate Action Tigard (CAT) participants want RT2.0 to counter a broken development model, which on its own is likely to produce higher priced housing that is less dense and therefore less energy efficient. Additionally, typical dense apartment developments are unlikely to be electrified since tenants, not developers, pay the monthly utility bills. They also noted that in RT2.0, integrated residential and commercial areas will be critical to ensuring residents can meet their needs without a car and that design should focus on walkable commercial that is oriented to the sidewalk. (CAT Listening Session, 6/2024)

[4] U.S. Global Change Research Program. Built Environment, Urban Systems, and Cities. Accessed August 28, 2024 at www.globalchange.gov

[5] Tigard Climate Action Report. Accessed August 28, 2024 at https://www.tigard-or.gov/home/showpublisheddocument/3043/638034891739570000

OVERALL GOAL

As a medium-density, affordable, and complete mixed use neighborhood, RT2.0 fosters land use and development patterns that maximize land and resource efficiency. Carbon-responsible construction and development techniques, like passive heating and cooling, shared walls and ceilings/floors, and smaller unit sizes per person, reduce energy use and greenhouse gas emissions, enable homes and businesses to withstand weather extremes, improve social cohesion by bringing services to neighborhoods, and contribute to affordability and equity, as shown below.

PRIORITY ACTIONS

Note: Priority actions for Transportation, Parks, and Natural Systems intersect with Housing & Development priority actions. Familiarizing with other element priority actions is recommended.

Table 1 *also indicates where Housing & Development actions are relevant for other elements*.

- Zone for and incentivize **medium density residential development** (at minimum 20 units per net acre with higher density in mixed use nodes and along main street corridors), maximizing walkability and transit service potential and enabling over 4,500 new housing units to help meet regional housing needs.
- Zone for three dense (well above the 20 units/net acre minimum) **mixed-use nodes or main streets.**
- Incentivize or support commercial uses that prioritize businesses focused on daily goods and services for RT2.0 residents, support emerging small businesses with green practices, and serve as resiliency hubs.
- Use development and zoning standards to incentivize a range of **climate-resilient housing sizes and types at affordable price points** that enable residents making <80% of Area Median Income to live in a walkable neighborhood in RT2.0.
- Incentivize **electrification, energy efficiency, and climate-friendly and carbon-responsible building** techniques like passive heating and cooling, shared walls, high-efficiency envelopes, and zero-emissions climate control system, while disincentivizing natural gas hookups.
- Promote **microgrid renewable and shared energy opportunities** for neighborhood resiliency at key locations.
- Locate **parking and automobile infrastructure** away from the street and public view as much as possible, while prioritizing space for high-quality, permanent transit stations.
- Integrate **green infrastructure** and shade and maintain flexibility for **future infill** development.

Table 1: Housing and Development: More specific strategies/techniques and their multiple benefits

Potential Strategy	Reduces Emissions	Climate Resilience	Affordability / Equity / Health & Well-being
DEVELOPMENT & LAND USE			
Medium density (20 units/acre minimum) with higher densities in nodes	Reduces VMT both internally and externally	Enables walking & low carbon modes of transportation	Lowers transportation costs
15-minute neighborhood with three walkable mixed-use nodes & corridors (e.g. Scholls Ferry, Roy Rogers)	Enables walking & low-carbon modes of transportation	Enables walking and other low-cost modes; mixed use centers can serve as resiliency hubs	Businesses can share resources, enhancing social cohesion; lowers transportation costs; enables carless residents to meet daily needs
Reduced emphasis on parking in terms of land devoted to parking, driveways, and other urban design (TR)	Encourages non-driving modes; reduces VMT; carbon sequestration	Reduces urban heat island effect; better water infiltration and management; reduced flooding	Benefits health, well-being, and aesthetics
Orient dense development to provide access to parks, natural spaces, trails, and transit (P, NS, TR)	Enables walking & low-carbon modes of transportation	Cooling benefits for residents living in smaller units	Provides access to nature for lower-income residents
HOUSING & COMMERCIAL BUILDINGS			
Diversity of housing options (design, materials, sizes, types, prices) with relevant energy efficiency measures- at block and node scale	Reduces VMT	Enables lower income residents to access high-quality neighborhoods	Enables lower income residents to access high-quality neighborhoods and reduces travel time to jobs and services
Multi-unit and/or attached housing/buildings with shared walls and/or ceilings/floors	Less thermal energy loss; reduces energy use	Less thermal energy loss; social cohesion benefits	Lower rental/ownership costs; lower energy bills
Single stair lay-outs	Increased building material and energy efficiency		More diversity of building and unit types; possible affordability gains
Provide retail-ready commercial incubator spaces esp. for green businesses	Sharing of resources reduces energy and materials use	Social cohesion benefits; potential resiliency hub functions	Opportunities for small and BIPOC-owned businesses
Storage for e-bikes and other personal micromobility devices	Encourages non-driving modes	Provides more transportation options	Lowers transportation cost and improves convenience for carless residents
Low-impact and resilient site development (pervious	Reduces carbon-intensive material use (e.g. concrete)	Reduces urban heat island effect, improves urban flooding resilience	Provides cooling and flood resilience benefits for all residents

Potential Strategy	Reduces Emissions	Climate Resilience	Affordability / Equity / Health & Well-being
paving/surfaces, tree canopy, resilient plantings)			
Parking maximums / shared parking	Encourages non-driving modes; reduces VMT	Reduces urban heat island effect	Improves experience and comfort for non-driving modes
ENERGY/BUILDING ENVELOPE			
Passive heating/ cooling and other green building techniques (high efficiency doors, windows)	Less thermal energy loss; Reduces energy use	Indoor air quality benefits; Less thermal energy loss	Lower energy bills
Materials with low embodied carbon and high sequestration (modular, CLT)	Reduces embodied and life cycle carbon; sequesters carbon	Indoor air quality benefits	Potential for reduced building/housing costs
Sustainable roof systems (cool roof, green roof)	Less thermal energy loss; Reduces energy use		Lowers energy bills
EV charging stations -for scooters, bikes and vehicles- on private properties and at public/shared locations like bus stops, main streets, mobility hubs, and parking garages (TR)	Reduces use of fossil fuels	Send power to grid and offer back-up storage	Addresses transit deserts; lower costs in long-term
Zero emissions systems (air and ground source heat exchange)	High efficiency and impact; reduces methane emissions and leak risks	Buffers from increasingly expensive and unpredictable fossil fuel supplies	Lowers energy bills; indoor air quality benefits
Microgrid technology (solar, wind, storage)	Renewable sources replace fossil fuels	Localized resilience during power outages	Higher cost upfront, but lower long-term energy bills

Transportation

WHY THIS MATTERS

Dependence on cars, limited public transit options, and aging transportation infrastructure has resulted in mobility disparities and inefficiencies, increased traffic congestion, and high greenhouse gas emission. Transportation is the largest source of emissions in the U.S. and in Tigard, making up over 40% of the city's emissions. [6] Climate change and extreme weather pose increasing risks to transportation assets and human safety, disproportionately affecting socially vulnerable populations.[7] Meanwhile, Tigard community members want healthy and safe alternatives to driving.

Existing Tigard policies that support bold action

Overall: Tigard's policies have historically prioritized drive-alone travel, but recent policies promote transit and active transportation for all, as well as electrification of transportation.

- **Tigard Climate Action Report**, ***Transportation, Action 9****: Increase the combined transit and active transportation mode share to 20% of all trips taken by 2035.* ***Action 12:*** *Electrify personal and light-duty commercial vehicles such that by 2025, 30% of new vehicles purchased are electric, rising to 90% by 2030, and to 100% by 2035.* ***Action 13:*** *By 2025, ensure that 10% of all new medium and heavy-duty commercial vehicles purchased produce zero emissions (meaning they are replaced with electric or hydrogen models). By 2030, this should rise to 90% of new vehicle sales, and to 100% by 2035.*
- **Tigard Transportation System Plan**. Charts a roadmap for providing equitable mobility in our community over the next 20 years. **Transportation Goals:** Plan outlines six goals to provide a safe, comfortable, and connected transportation system for all users, support environmental and community health, improve quality of life, and create livable, economically vibrant neighborhoods.
- **River Terrace 2.0 Concept Plan.** *The planned street network for River Terrace 2.0 is designed to be highly connected and provide options for internal and external connections… Part of the transportation system includes planned trails.* (pp 12-13)

Tigard community support for bold action

Climate Action Tigard participants called for a complete network of protected bike lanes, safe and comfortable paths and regional trails for all ages and abilities, housing integrated with multi-use trails, walkable commercial areas, and micromobility options. The community also supports solutions for reducing car infrastructure, providing frequent, efficient, and effective transit service, and on-demand transit options.

OVERALL GOAL

To reduce Vehicle Miles Travelled per person/households, alongside GHG emissions and transportation-related costs, RT2.0 will have a well-connected active transportation network that enables residents and workers of all ages, abilities, and socioeconomic backgrounds to safely use healthy, low-cost, and low-

[6] Tigard Climate Action Report. Accessed August 28, 2024 at https://www.tigard-or.gov/home/showpublisheddocument/3043/638034891739570000

[7] U.S. Global Change Research Program. Transportation. Accessed August 28, 2024 at www.globalchange.gov

emission transportation modes. Transportation infrastructure will be electrified where relevant, built to be climate-resilient, and support modes such as biking, walking, and transit so residents can access jobs, schools, essential services, and regional networks in comfort and safety without needing a personal vehicle as much as possible.

PRIORITY ACTIONS

Note: Priority actions for Housing & Development, Parks, Water Systems, and Natural Systems intersect with Transportation priority actions. Familiarizing with other element priority actions is recommended.

Table 2 also indicates where Transportation actions are relevant for other elements.

- Prioritize and design transportation infrastructure, including complete streets, protected bike lanes, off-street paths, sidewalks, and safe routes to schools/safe school bus drop-off sites around the **safety, comfort, and connectivity of low-carbon, non-drive alone modes** like walking, rolling, and biking for all ages and abilities.
- In mixed-use centers, destinations, and gathering places within residential areas, **design streets to function as spaces for people** and plan for temporary low- or no-car spaces for programming and events, permanent emission-free zones, and curb management strategies.
- **Connect** walking/rolling/biking/transit networks within RT2.0 to the existing and planned **regional network of low-carbon transportation routes** and to recreational amenities like parks and the river.
- Ensure supportive land use and a connected street grid, in collaboration with TriMet, to **produce frequent, efficient, and fiscally sustainable transit service**, making transit an attractive and competitive form of transportation within RT2.0 and to regional destinations.
- Incentivize and prioritize space for **EV charging and low-cost micromobility share programs** on private properties and at public/shared locations like commercial nodes/centers and parks.
- **Mitigate the impacts of existing car-oriented infrastructure** outside and adjacent to the study area (e.g. Roy Rogers Rd.) through alternative routes, buffering, safe crossings, and traffic calming.
- **Reduce overall paved surface** devoted to sole use by automobiles by consolidating driveways, reducing street widths and parking lots, and utilizing pervious and other alternative surfaces.
- Provide **climate-resilient landscapes that mitigate urban heat islands in the right-of-way,** including green infrastructure and trees.
- **Minimize harmful impacts to natural systems** by avoiding crossing creeks and bisecting habitat areas with vehicular streets.
- Consider **disaster resiliency** in transportation network planning, including walkability to central services during disasters and marked evacuation routes.

Table 2: Transportation: More specific strategies/techniques and their multiple benefits

Potential Strategy	Reduces Emissions	Climate Resilience	Affordability / Equity / Health & Well-being
NETWORK and LAND USE			
Screen network alternatives to avoid impacting rivers, habitats, significant trees and more	Supports sequestration	Reduces urban heat island effect	Benefits health, well-being, and aesthetics
Reduced emphasis on parking in terms of land devoted and urban design (HD)	Encourages non-driving modes; reduces VMT	Reduces urban heat island effect	Encourages more social connections
Reduce overall impervious surface and use permeable materials (NS)	Reduced concrete manufacture and maintenance	Reduces street flooding and erosion; reduces urban heat island	Reduces urban heat island effects on nearby residents
Access management to reduce driveways crossing ped/bike movement	Supports walking and low-carbon modes		Increases safety for those without a personal vehicle, improves accessibility.
Reduce street widths (NS)	Supports walking and low-carbon modes	Reduces street flooding and erosion; reduces urban heat island; provides more space for vegetation.	Can lead to slower vehicle speeds and reduce crash risks.
NON-DRIVING MODES			
Complete streets, designed for low volumes and slow speeds	Prioritizes walking and low-carbon modes of transportation	Enables walking and other healthy, low-cost modes	Improved quality of life for those without a personal vehicle, residents who are disabled, cost-burdened, elderly, or youth
Sidewalks, protected bike lanes, off-street paths, greenways, and trails with markers and signage, and attention to views and access (P)	Prioritizes walking and low-carbon modes of transportation	Enables walking and other healthy, low-cost modes	Enable access to “climate havens” like parks and river
Public transit systems (bus, rail, on-demand networks)	Prioritizes walking and low-carbon modes of transportation	Enables walking and other healthy, low-cost modes	Enable access to “climate havens” like parks and river
Safe Routes to Schools and safe school bus pick-off/drop-off zones	Reduces VMT and reliance on personal vehicles	Enables walking and other healthy, low-cost modes by children	Early exposure to active transportation and education benefits; reduces transportation costs for families with kids
Micromobility, micro transit systems and emerging technologies	Reduces VMT and reliance on personal vehicles	Improves mobility and connectivity; access to jobs and services	Early exposure to active transportation and education benefits; reduces transportation costs for families with kids
Ensure safe crossing of existing car-oriented streets, e.g. Roy Rogers, with wide crosswalks, signal timing, etc.	Supports walking and low-carbon modes		Improves public safety

Potential Strategy	Reduces Emissions	Climate Resilience	Affordability / Equity / Health & Well-being
LOW EMISSIONS AND ELECTRIFICATION			
Low-and no-emission zones	Reduces use of fossil fuels		Air quality benefits for health and wellbeing
Low- or no-car zones (temporary and permanent), e.g. parklets, woonerfs	Reduces use of fossil fuels	Enables walking and other healthy, low-cost modes	Improved air quality; community connectivity; quality of life
EV charging stations-for scooters, bikes and vehicles- on private properties and at public/shared locations like consolidated parking areas, near main streets, mobility hubs, and parking garages	Reduces use of fossil fuels	Vehicle to grid technologies can send power back to home or grid and offer back-up storage	Addresses transit deserts; EVs are lower cost in fuel and maintenance in long-term
GREEN/RESILIENT INFRASTRUCTURE			
Healthy and climate resilient vegetation, including street trees, regionally sourced where feasible	Local/regional sourcing reduces use of fossil fuels; supports sequestration	Reduces urban heat island; provides habitat	Air quality, cooling, health & quality of life benefits; enhances sense of place and community pride
Heat and flood-resilient road materials including permeable pavement (NS)		Improves infrastructure resilience to climate impacts; reduces urban heat island	Reduced heat and flood impact on public health and well-being, especially for communities most affected by extreme heat
Emergency evacuation hubs, routes, and signage		Prepares and informs community on climate impacts	Improved community preparedness and connectivity

Water Systems

WHY THIS MATTERS

Climate change is leading to profound changes in the water cycle, increasing the risk of flooding, drought, and degraded water supplies for people, businesses, and ecosystems.[8] Impacts to water quantity and quality will disproportionately impact frontline communities. Meanwhile, stormwater run-off has already caused damage elsewhere in the Bull Mountain area. In RT2.0, with a higher development density, unique river and creek assets (notably the Tualatin River), some steep and erodible areas, and some infiltration limitations, sustainable water systems management is critical for its long-term climate resilience.

Existing Tigard policies that support bold action

Tigard adopted its current **Stormwater Master Plan in 2017** (the first in 30 years), which identifies key concerns and prioritizes specific actions. As a new neighborhood, RT2.0 has the opportunity to plan proactively to avoid past concerns and adapt to the context of the changing climate.

Stormwater management in this area will follow the same standards used for River Terrace 1.0, which is generally **a more stringent standard than the baseline requirements per Clean Water Services.** Regional facilities will be co**-located with established wetlands where appropriate and will be designed to also serve as community amenities.** (R2.0 Concept Plan, p. 12)

River Terrace 1.0 initiated new **stormwater standards** to better control downstream flooding and erosion and provide the community with additional amenities in the form of wildlife habitat and/or educational and recreational facilities. RT2.0 has an opportunity to expand upon these.

Tigard community support for bold action

Climate Action Tigard participants emphasized that access to water will be a top community demand in the future.

OVERALL GOAL

RT2.0 water, sanitation, and stormwater systems prioritize the maintenance and renewal of the Tualatin watershed in a changing climate with more intense storms and extended droughts, efficient and low-cost operations, and affordable, high-quality, and sufficient water for users, especially low-income businesses and residents. Techniques like energy-efficient pump stations, water-efficient appliances, and on-site water management reduce energy use and greenhouse gas emissions, are more resilient to climate impacts like droughts and intense storms/flood events, and contribute to affordability and equity through reduced ongoing costs.

[8] Water (globalchange.gov)

PRIORITY ACTIONS

Note: Priority actions for Transportation, Parks, and Natural Systems intersect with Water Systems priority actions. Familiarizing with other element priority actions is recommended. Table 3 also indicates where Water Systems actions are relevant for other elements.

- **Reduce impervious surfaces** by minimizing street width and parking areas and **promote the use of permeable paving materials.**
- Buffer and enhance creeks as **Resilient Stream Corridors** to support stormwater collection & management and reduce impacts of flood events.
- **Utilize on-site stormwater management** like catchment and swales and where feasible and **promote green** rather than gray stormwater infrastructure.
- Integrate **drought and flood-resistant vegetation** into rights-of-way and landscaping on public and private properties.
- **Maximize resiliency** of pump stations and water treatment facilities, by locating out of floodways, elevating electrical systems, using renewable energy, and building in redundancies.
- **Site stormwater treatment facilities** and other water infrastructure with attention to natural systems (e.g. co-located with wetlands) and to **function as community amenities** (e.g. with walking paths).
- **Utilize purple pipes** for re-using water for irrigation.

Table 3: Water Systems: More specific strategies/techniques and their multiple benefits

Potential Strategy	Reduces Emissions	Climate Resilience	Affordability / Equity / Health & Well-being
Reduce overall impervious surface and use permeable materials	Reduced concrete manufacture and maintenance	Reduces street flooding and erosion; reduces urban heat island	Reduces urban heat island effects on nearby residents
Reduce street widths	Reduced concrete manufacture and maintenance	" plus more space for vegetation.	Can lead to slower vehicle speeds and reduce crash risks.
Review design storm selection to manage the storms of the future	Reduced concrete manufacture and maintenance	Adds resilience to the stormwater management system	Reduces long-term cost of upgrading system
Promote Resilient Stream Corridors and buffers (NS)	Modest sequestration potential from additional vegetation	Dissipates energy from flood events; improves ecosystem function	Equitable distribution can provide benefits like recreation and biodiversity
Employ renewable energy at stormwater facilities	Fossil-fuel free energy	Stations can have redundancy features built in for resilience during high water use events	Improves air quality
On-site stormwater management (swales, catchment systems)		Reduces street flooding and erosion	Equitable distribution can provide benefits like beauty and biodiversity; Reduces stormwater bills

Potential Strategy	Reduces Emissions	Climate Resilience	Affordability / Equity / Health & Well-being
Co-locate stormwater facilities with wetlands & other natural areas (NS)	Reduced concrete manufacture and maintenance; Modest sequestration potential from additional vegetation	Improves water quality and water conservation; reduces street flooding and erosion	Equitable distribution can provide benefits like recreation and biodiversity
Prioritize flood and drought-resistant vegetation (NS)	Modest sequestration potential from additional vegetation	Improves water quality and water conservation; reduces street flooding and erosion	Beautification and positive impacts for nearby residents
Monitor pipes for breaks and leaks	Reduces energy use through water conservation and efficiency	Reduces breaks and leaks and reduces water wastage	Reduces water bills
Water-wise measures e.g. aerators, pipe insulation, high-efficiency appliances and toilets, drought-resistant landscaping	Reduces energy use (especially related to use of water that is heated or cooled)	Enhances user comfort; reduces water wastage	Reduces water bills
Purple pipes for recycling water or stormwater capture for possible reuse	Reduces energy consumption through water conservation	Reduces potable water use and cost for irrigation	Can reduce potable water costs for water used for irrigation
Employ renewable energy at pump stations (1 existing, 2 proposed)	Fossil-fuel free energy	Enhances resilience to outages	Can lower costs to users
Prioritize redundancy and locate electrical wisely (e.g. out of flood areas) at pump stations		Mitigates flood impacts; ensures continued operations during extreme events	

Parks

WHY THIS MATTERS

Limited green space and an unequal distribution of parks has resulted in underserved communities without access to critical green spaces, exacerbating social and environmental inequities in cities. Improved park and green space access will promote active transportation in Tigard, decreasing the need for car-dependent travel and improving health and quality of life for residents. Parks and nature-based infrastructure will also mitigate heat impacts, improve stormwater management, support biodiversity, and sequester carbon. In Tigard, "climate havens" with water and green space access, such as Cook Park, will be more in-demand in the future as the region experiences more hot days and periods of lower air quality. Parks and trails will provide connections between main street corridors, neighborhoods, open spaces, and adjacent existing or planned regional trails (River Terrace Trail, for example) to improve mobility and quality of life for Tigard residents.

Existing Tigard policies that support bold action

- **Tigard Parks System Plan.** While "climate" is not explicit in the plan, the Plan calls for climate resilient actions, including a high-level goal that all Tigard residents should be within a 10-minute walk from an accessible and high-quality park. The Plan also Calles for stewardship of natural areas and native species.
- **RT2.0** Concept Plan calls for the neighborhood to have recreational as well as connecting trails, as well as community, neighborhood and linear parks.

Tigard community support for bold action

Tigard Climate Action Team participants emphasized the need for more "climate havens" such as Cook Park.

OVERALL GOAL

All residents of RT2.0, especially those living in multi-family units and denser areas, will be within a 10-minute safe, comfortable walk of at least one accessible, climate resilient, habitat-friendly, and high-quality park or recreation space and to an inter-connected multi-use trail network. Parks and trails are connected to the broader active transportation system, making travel without a vehicle feasible and efficient.

PRIORITY ACTIONS

Note: Priority actions for Housing & Development, Transportation, Water Systems, and Natural Systems intersect with Parks priority actions. Familiarizing with other element priority actions is recommended. Table 4 also indicates where Parks actions are relevant for other elements.

- **Ensure equitable access** to parks so that all residents- especially those living in higher density areas with less private yard space- are within a 10-minute safe walk of a park.
- **Connect parks within RT2.0 to regional trails and park and open space systems**, both existing and planned.
- **Design parks to serve as "climate havens"** that incorporate access to water, healthy ecosystems, shade, and trees, with specifics depending on park type and ensuring a range across RT2.0.

- **Prioritize park acquisition based on locations of significant natural resources, existing or with high restoration potential,** including aquatic areas, tree groves, and wetlands to **support healthy ecosystems and communities** and integrate gathering, social activity, and public access to nature.
- **Provide public spaces/parks in mixed-use centers** that support gatherings, events, and community activities.
- **Incorporate native and drought-friendly landscaping and other green park features,** like agriculture, energy efficient lighting, food forests, pervious surfaces, into park design and maintenance planning to increase habitat and reduce watering and weeding needs.

Table 4: Parks: More specific strategies/techniques and their multiple benefits

Potential Strategy	Reduces Emissions	Climate Resilience	Affordability / Equity / Health & Well-being
PARK SITING AND DESIGN			
Connectivity with trails, bike routes, sidewalks, and transit (TR)	Encourages park use and active transportation	Encourages use of climate havens; extreme heat relief	Improved mobility and public health
Equitable park access and distribution- 10-min walk or less especially within multi-family, dense areas (HD)	"	Reduces urban heat island and flooding; social cohesion benefits	Reduces green space access disparities
Accessible, culturally responsive, and universal park design	Encourages active transportation and complete neighborhoods	Encourages use of climate havens/extreme heat relief; promotes social cohesion	Improved quality of life for vulnerable populations (I.e. people with disabilities); promotes social cohesion
Range of parks (linear parks/trails, pocket parks, etc.) (TR)	Carbon sequestration	Reduces flooding and erosion; reduces urban heat island	Improved quality of life, health
Co-locate parks with or near natural areas (forests, riparian areas, wetlands) (NS)	Carbon sequestration	More effective long-term protection of healthy natural systems	Provides more opportunities and access to develop connections to nature
PARK AMENITIES AND INFRASTRUCTURE			
Reduce impervious surfaces through pervious materials, shared parking, etc. (TR)	Carbon sequestration	Reduces street flooding and erosion; reduces urban heat island	Improved air quality and reduced heat impacts on health
Parks and community facilities as resilience hubs and/or "climate havens" with access to trees, shade and water (HD)	"	Reduces urban heat island; promotes health	"

Potential Strategy	Reduces Emissions	Climate Resilience	Affordability / Equity / Health & Well-being
Energy efficient lighting	Energy efficiency	Encourages use of climate havens/extreme heat relief	Improved public safety
Native, habitat-friendly and/or drought-tolerant landscapes for low-cost maintenance	Carbon sequestration	Reduces street flooding and erosion; reduces urban heat island; lower water use and weeding/mowing needs; attracts pollinators	Improved quality of life; public health benefits
Community/urban agriculture sites like food forests, farms, and community gardens	Conserves good agricultural soil, Carbon sequestration; promotes local food	Urban cooling and biodiversity; local food access	Improves food security, health; preserves memories and connections to place
Preserved/restored habitat and natural feature interaction (NS)	"	Well-managed riparian areas can serve as buffers/fire breaks	"
Micromobility docking and charging stations (TR)	Reduced driving to parks		Enhances accessibility

Natural Systems

WHY THIS MATTERS

The well-being of Tigard businesses and residents depends on natural and managed ecosystems, which provide crucial functions and resources like clean water and air, healthy soils and nutrients for food production, and other supplies and services. However, ecosystems in Tigard are increasingly facing climate impacts such as flooding, extreme heat, and wildfire events that can result in reduced biodiversity and diminished ecosystem services. As a new neighborhood with important existing natural systems like habitat areas, historical farmlands, rivers and creeks, and white oak groves, as well as unique scenic vistas and river access, RT2.0 can protect and steward natural systems and integrate low-impact development that promotes climate resiliency and offers residents opportunities to recreate and connect with nature.

Existing Tigard policies that support bold action

- **Tigard Climate Action Report** identifies tree-planting initiatives and increasing and protecting wetlands and other ecosystems as actions that naturally sequester CO_2 and key municipal climate actions. ***Action 16:*** *Beginning in 2023, plant and maintain 7,000 trees / year within Tigard, such that by 2035 there are at least 91,000 more (and by 2050, 189,000 more) healthy trees than there were in 2019.*

- **RT2.0 Concept Plan Vision Statement:** "Natural areas are protected and enhanced to emphasize habitats and scenic views." ***Neighborhood & Housing Guiding Principles:*** *Neighborhoods are designed to thoughtfully incorporate adjacent natural areas and commercial centers*. ***Natural Resources Guiding Principles:*** *Natural resources are protected and enhanced to the maximum extent practicable; Habitat corridors are maintained to support wildlife ranging and migration patterns; and open stream channels and wetlands are preserved and protected from impacts of development to the maximum extent possible*

Tigard community support for bold action

Climate Action Tigard participants urge RT2.0 to build on existing successful spaces, like Derry Dell Creek recreation area, which is a gathering place and a place to connect with nature. Key City staff also emphasized the importance of integrating access to the river, natural areas, and community gardens. (At staff listening session, 2024)

OVERALL GOAL

Natural systems in RT2.0--including air, fish and wildlife habitat, floodplains, food-producing lands, rivers and streams, trees and tree groves (such as white oak), and wetlands--are identified, protected and stewarded with attention to carbon sequestration and adapting to climate change impacts like drier summers, hotter temperatures, and more intense rainfall events. Natural systems management strategies like low-impact development and planting and maintenance of climate-resilient trees offer residents multiple benefits including natural beauty, mitigation of risks from flooding, shade and cooling during hot weather events, and the ability to bird, fish, swim, and appreciate nature in the area.

PRIORITY ACTIONS

Note: Priority actions for Housing & Development, Water Systems, and Parks intersect with Natural Systems priority actions. Familiarizing with other element priority actions is recommended. Table 5 also indicates where Natural Systems actions are relevant for other elements.

- **Preserve existing and emergent high-value habitats and natural systems,** including forests, wetlands, streams and rivers, specimen trees and groves, and other natural features, within planning for parks, streets, and other land uses.
- **Provide generous buffers around habitat corridors**, prime agricultural lands, wetlands, and other natural areas, while creating open and public edges to these features.
- **Integrate development thoughtfully into the unique landscape** to embrace, protect, and enhance the health, habitat, and water quality of creeks and streams that drain to the Tualatin River.
- **Require low-impact and habitat-friendly development techniques,** like cluster development, green stormwater infrastructure, and downlighting, throughout RT2.0.
- **Protect, expand, and maintain tree canopy** within rights-of-way and on public and private lands to improve air quality, habitat, and mitigate the urban heat island effect.
- **Promote the use of native, climate-resilient plants** in landscaping on private and public lands to support wildlife, reduce water usage, and increase ecosystem resilience.
- **Conduct ongoing restoration and management of natural areas** to remove invasives, improve habitat, and increase wildfire resilience.
- **Create monitoring systems to track changes in local ecosystems**, water resources, and wildlife populations to inform adaptive management strategies.

Table 5: Natural Areas: More specific strategies/techniques and their multiple benefits

Potential Strategy	Reduces Emissions	Climate Resilience	Affordability / Equity / Health & Well-being
CONSERVE AND STEWARD EXISTING NATURAL SPACES			
Identify and preserve high-value natural systems and areas (farmland, forests, habitat, wetlands, streams and rivers, tree groves, and open spaces) with attention to species needs	Carbon sequestration	Mitigates flooding and heat risk	Promotes natural beauty; can offer equitable access
Co-locate parks and green stormwater infrastructure near natural areas (e.g. Area 13 & 15) (P)	Carbon sequestration	Mitigates flooding and heat risk	Promotes natural beauty; can offer equitable access
Ensure public access to streams and river		Shade and cooling during heat events	Residents can swim, fish, and recreate
Prioritize scenic views		Supports active lifestyle and connectivity	Improves quality of life
Provide generous buffers around natural areas while ensuring public edges	Carbon sequestration	Mitigates flooding risk	Enhances green space access for all, visually and physically
Adaptive management informed by monitoring	Carbon sequestration	Responsive to changing climate conditions	
Activate community groups in maintenance, e.g. of invasives removal	Reduces carbon intensive management		Builds social cohesion and belonging
LOW IMPACT DEVELOPMENT PRACTICES AND TECHNIQUES			
Reduce impervious surface/use alternatives (incl. low-carbon concrete)	Less carbon-intensive building material	Mitigates flooding risk; reduces urban heat island	Public health benefits; promotes natural beauty
Plant and maintain native and climate-resilient trees and plants/vegetation to ensure equitable tree canopy and greenery	Carbon sequestration; reduces energy/water use	Mitigates flooding risk; Reduces urban heat island; enhances biodiversity and ecosystem resilience; water conservation	Lower a/c needs and energy costs; trees reduce air pollution, lowering health problems and costs.
Low Impact Development Approaches in residential and commercial areas (e.g. swales) (WS)	Reduced energy use; carbon sequestration	Mitigates flooding risk	Air quality and livability benefits
Downlighting/Dark skies friendly lighting (street, parks, buildings)	Lowers energy use	Decrease urban heat island effect; Better for birds and wildlife	Promotes livable, safe parks; community well-being

Potential Strategy	Reduces Emissions	Climate Resilience	Affordability / Equity / Health & Well-being
Wildlife friendly (e.g. Backyard Wildlife certified) landscaping and maintenance	Carbon sequestration	Enhances biodiversity and ecosystem resilience	Promotes beauty; community well-being

ECOnorthwest

DATE:	October 15, 2024
TO:	River Terrace 2.0 Housing Advisory Committee
FROM:	ECOnorthwest, Code Studio, City of Tigard
SUBJECT:	River Terrace 2.0 Housing Policy and Regulatory Context and Key Questions Summary

Introduction

River Terrace 2.0 is an urban growth area that will become a new neighborhood in the City of Tigard. In 2021, the River Terrace 2.0 Concept Plan laid out an ambitious vision for how this area will contribute to local and regional housing production and set a new standard for equitable, climate-resilient development. The vision is for an innovative approach to greenfield development that creates a livable and sustainable mixed-income community while delivering housing in the near term.

This type of innovation can be challenging to implement due to financial, regulatory, and other types of barriers. The current community planning process is working to refine this vision and associated principles into concrete regulations, funding strategies, and implementation steps to set the course for development Implementation of the Concept Plan must consider key barriers for desired types of development to identify appropriate solutions to help overcome those barriers for River Terrace 2.0.

ECOnorthwest and Code Studio are working with the City of Tigard to translate guidance from the Concept Plan into development regulations for River Terrace 2.0. The code will likely include elements that address housing mix, density, design, form-based development standards, and development approval processes. A first step in this process is to understand the full range of potential challenges and methods for the City to address them.

Policy & Zoning Context

Concept Plan and Local Guidance

Tigard has committed to deliver a density of 20 dwelling units per acre (du/ac) and at least 3,000 units in River Terrace 2.0. The Concept Plan envisions meeting this target through an integrated mix of densities and housing types that create an average of 20 du/ac across River Terrace 2.0 overall, without relying on isolated high-density areas to achieve the average.

The Concept Plan seeks to provide a diversity of housing choices to serve a full range of housing needs and affordability levels, and a fine-grained mix of housing types within neighborhoods. The vision for River Terrace 2.0 seeks to intentionally meet the needs of

future and current residents of Tigard with opportunities for market rate and regulated affordable homeownership and rental units integrated into future neighborhoods.

Additional detail on the Concept Plan direction for key aspects of development regulations for this area is provided below.

KEY STATE STATUTES AND RULES

Several state laws and rules apply to how the City regulates housing in River Terrace 2.0.

- **Housing must be allowed under clear and objective standards and procedures.**
- **Middle housing and accessory dwelling units (ADUs) must be allowed on every lot that allows for single dwelling.** This includes housing types like duplexes, triplexes, quadplexes, cottage clusters, and townhouses.
- **Affordable housing must be allowed in commercial zones** regardless of other existing development standards.
- **Cities must provide flexibility on certain types of standards (including height and density) for affordable housing and other qualifying housing** to make development more feasible.

Zoning Context

Zoning for River Terrace 2.0 will build on the City's existing Community Development Code but will **add specific requirements** to align with the goals of the Concept Plan. These additional requirements would generally apply only to the plan area.

The City's current code includes standards for a variety of housing types, including: small form residential (up to 3 attached units per lot), quads (4-unit buildings with 2 units up and 2 down), rowhouses (side-by-side attached units), cottage clusters and courtyard units (small detached or attached units arranged around an open space), and apartments (at least 4 attached multi-family units, excluding quads and rowhouses). The City is interested in a **stronger focus on urban design and the way buildings relate to the street** in River Terrace 2.0. This may mean more rules for how units appear from the street, and less rules internal to each development site.

ZONING IN TIGARD: OVERVIEW

The City of Tigard's Zoning Map regulates development based on the goals and policies in the Comprehensive Plan. The Community Development Code additionally outlines regulations and processes that implement zoning and guide development.
See **this link** for more information about how zoning works, and about Tigard's base zones for specific types of allowed developments and uses including Residential, Commercial, Industrial, and Parks and Recreation zoning designations.

Initial Direction and Key Questions

The Concept Plan and market trends in similar greenfield development areas in Washington County offer important framing for decisions as part of implementation. This section summarizes both key goals and policies from the Concept Plan and details what the market has recently delivered in the area.

This context is important for understanding patterns of development occurring in similar places to River Terrace 2.0 and how they compare to the vision for this area. The City is seeking to understand what barriers and opportunities exist for achieving desired outcomes. Key questions related to these findings listed below are intended to refine assumptions about development in River Terrace 2.0 and identify potential approaches to achieving the Concept Plan goals.

Concept Plan Direction

- **Overall Density.** The Concept Plan envisions an overall average density of **20 dwelling units per net acre (du/ac)** with blocks ranging from **16-24 du/ac** with different housing mixes.
- **Housing Mix.** The Plan includes a variety of rental and ownership housing options that meet many different housing needs. This mix is intended to be distributed through every neighborhood at the block level. The Plan aims not to differentiate design between rental and ownership units.
- **Home and Lot Size.** The Plan supports development of smaller homes and lots to reduce housing costs.
- **Affordability.** The Concept Plan seeks to integrate regulated affordable and attainable[1] housing (both rental and ownership) into all future neighborhoods through strategies like availability of smaller homes and lots, increasing home buyer spending power, and providing financial incentives for affordable and lower-cost housing. The plan intends for the area to offer both homeownership and rental affordable housing opportunities in each area of River Terrace 2.0.
- **Commercial Nodes.** The Concept Plan includes three planned neighborhood / commercial nodes, which are intended to be walkable from future neighborhoods. One of these is a larger node that could include a mix of uses (like employment uses or apartments). The other two are intended as shorter main street corridors that will serve future neighborhoods and adjacent areas. Each node is located at the intersection of a larger street and an internal collector street to support a mix of walkability, visibility, and vehicle accessibility, including access for future transit.

[1] For more information about affordable and attainable housing in the City of Tigard see the City's affordable housing web page: https://www.tigard-or.gov/community-support/affordable-housing

Market Considerations

- **Housing Form.** Recent developments in River Terrace 1.0, South Cooper Mountain, South Hillsboro, and other greenfield developments in Washington County have included a mix of housing types. This primarily includes single detached homes (between 7-15 du/ac), townhomes (roughly 14–33 du/ac), and apartments (primarily three-story walk-up buildings with surface parking, generally 28-35 du/ac). Townhomes and single-detached homes tend to be built to sell for ownership, with townhomes typically offering smaller and lower cost units. Rental housing has mostly been in larger apartment developments. Stacked flat condos and small multi-unit rentals (less than 50 units) have generally not been developed in these areas.
- **Affordable Rental Housing.** While regulated affordable housing is not limited to one housing type, much federal and state funding for affordable housing comes from programs that emphasize relatively large-scale apartment developments (e.g. 50-200 units).
- **Affordable Homeownership.** Affordable homeownership developments in Tigard and nearby communities have often taken the form of townhouses. Downpayment assistance programs for buyers to purchase homes after they are built typically require relatively low-cost homes so that the price is attainable with $75,000 to $100,000 in downpayment assistance.
- **Commercial Development Phasing.** Commercial development often follows residential development in new growth areas because many businesses that are desirable in a commercial node are not viable until there are enough residents living nearby to provide an adequate customer base.
- **Mixed-Use Development.** Vertical mixed-use development is unlikely to be viable for some time, given current rents in the area today and the higher costs associated with vertical mixed-use development.
- **Employment Uses.** Industrial, office, flex, and medical office uses are unlikely to drive demand for large-scale employment development in River Terrace 2.0, due to the area's location at the edge and away from major highways.

Key Questions:

There are a range of possible ways to get to the goals of the Concept Plan. These questions are focused on understanding potential barriers, tradeoffs, and opportunities to implement the vision laid out in the Concept Plan in the context of market trends and existing regulations.

The project team is looking for feedback to inform the development regulations and strategies that will implement the plan. Key questions include:

- **Role of apartments:** Larger apartment developments are more common for rental housing and regulated affordable housing, compared to smaller-scale multi-unit development, but are harder to blend into blocks that include other types of housing.
- What are the biggest barriers to developing smaller scale multi-unit buildings (either **regulated affordable** or **market rate apartments**)?
    - What would make it more feasible or appealing to develop smaller scale multi-unit housing in River Terrace 2.0?
- **Scale for housing mix:** Many comparable developments cluster housing of the same type together (e.g., single-detached neighborhoods, contiguous blocks of townhouses, and areas with larger apartment developments) rather than mixing different forms of housing (e.g., single-unit detached and rowhouses) within a single block as envisioned in the Concept Plan.
    - What are the biggest challenges for achieving a fine-grained mix of housing types (e.g. single detached units, townhomes, small-scale multi-unit) on the block level?
    - What housing types pair best together on a fine-grained scale? Which types are harder to do on single block? What factors contribute to this? (e.g. business models, physical layouts)
    - Are there situations with site conditions that make it easier or harder to do a fine-grained mix of housing types?
- **Housing size and accessibility:** Recent development in comparable areas has produced few small units (e.g. under 1,500 sq ft. for townhomes or 18,00 sq ft. for single detached units) and few accessible or visitable units.[2]
    - What are the biggest challenges to delivering smaller units and accessible or visitable housing in River Terrace 2.0?
    - What could help to address these challenges?
- **Neighborhood commercial:** Small commercial Main Streets can be challenging to develop and to attract and retain businesses, especially before nearby homes have been fully developed and occupied but help create a walkable community.
    - What are the biggest barriers to Main Street style commercial development in these types of areas?
    - What could the City do to make commercial development (and successful businesses) feasible sooner in the planned neighborhood commercial areas?

[2] Visitability features are a subset of universal design that addresses access to the main part of the house to ensure that visitors with mobility limitations are able to go to the homes of friends and relatives. Being able to do this supports important, life-enriching interactions. Visitability features include wide doorways, a zero-step entrance, and no-stair access to a toilet facility with adequate space for maneuverability. (AARP, https://www.aarp.org/livable-communities/housing/info-2020/homefit-guide.html).

- Are there options for businesses and gathering places to serve the area in the interim before commercial development is viable (e.g., food carts in parks or plazas)?

Next Steps

CAC Housing Discussion: October 29th

- Work on refining objectives of the Concept Plan
- Discuss implementation options and direction

Next HAC Meeting: December (Date TBD)

- Draft code concepts
- More detail on market feasibility

AIS-5638 **9.**

Business Meeting

Meeting Date: 11/12/2024

Length (in minutes): 5 Minutes

Agenda Title: Legislative Public Hearing: An Ordinance Amending Tigard Municipal Code Chapter 10.28 Regarding Permit Parking.

Authored By: Shelby Rihala

Presented By: Redevelopment Project Manager Sean Farrelly

Item Type: Motion Requested
Ordinance
Public Hearing - Legislative

Public Hearing Legal Ad Required?: No

Publication Date:

Information

EXPLANATION OF ISSUE

This proposed ordinance updates the existing Tigard Municipal Code (TMC) Chapter 10.28 regarding parking. The proposed language makes updates to more effectively manage permit parking in Two- and Four-Hour Time Limit Zones.

ACTION REQUESTED

Teammates recommend approval of the ordinance.

BACKGROUND INFORMATION

The proposed ordinance makes updates to the Parking Chapter (10.28) of the Tigard Municipal Code. The changes would:

- Add the ability to designate areas of permit parking in Two-Hour Time Limit Zones. Currently, these areas can only be designated in Four-Hour Time Limit Zones.
- Allow the City Manager to adopt rules and criteria for permit parking. Currently, the TMC provides no flexibility or adaptability in the administration of permit parking in the limited areas where they would be designated.

ALTERNATIVES & RECOMMENDATION

The City Council could propose additional amendments or revisions.

ADDITIONAL RESOURCES

N/A

Attachments

Ordinance

CITY OF TIGARD, OREGON
TIGARD CITY COUNCIL
ORDINANCE NO. 24-

AN ORDINANCE AMENDING TIGARD MUNICIPAL CODE CHAPTER 10.28 REGARDING PERMIT PARKING

WHEREAS, Tigard Municipal Code Section 10.28.139 governs permit parking in time-limited parking zones; and

WHEREAS, Tigard Municipal Code Section 10.28.090 governs the regulations of Two-Hour Time Limit zones; and

WHEREAS, there is a need to manage parking in Downtown Tigard due to periods of high demand and the limited number of on-street parking spaces; and

WHEREAS, permit parking will be established and signed in certain areas of Two-Hour and Four-Hour Time Limit Zones in the Downtown; and

WHEREAS, in order to more effectively manage parking in these zones, the City Council wishes to delegate development of more specific rules around permit parking to the City Manager.

NOW, THEREFORE, THE CITY OF TIGARD ORDAINS AS FOLLOWS:

SECTION 1: Tigard Municipal Code Section 10.28.090 is amended to read as follows (new text in underline, deleted text in ~~strikethrough~~):

10.28.090 Two-Hour Time Limit.

No person shall park or leave standing a vehicle of any kind or character, whether motorized or not, and whether attended or unattended, continuously in excess of two hours in any area designated as a two-hour parking zone during the times and days specified by signage, except with a valid ~~construction zone or temporary loading zone~~ permit issued pursuant to TMC Sections 10.28.138 or 10.28.139.

SECTION 2: Tigard Municipal Code Section 10.28.139 is amended to read as follows (new text in underline, deleted text in ~~strikethrough~~):

10.28.139 Permit Parking

A. A vehicle parking permit allows:
   1. The parking of a permitted vehicle to be exempt from the posted time limit under TMC Sections 10.28.090 and 10.28.115 where permit parking is designated by signage; and

2. The parking of a permitted vehicle in a space identified by signage as being for permit parking only in a permit parking zone established pursuant to TMC Section 10.28.135.

B. The City Manager may adopt rules regarding this section, including eligibility for parking permits. ~~Any person is eligible to obtain a vehicle parking permit~~.

SECTION 3: This ordinance is effective 30 days after its passage by the council, signature by the mayor, and posting by the city recorder.

PASSED: By _____ vote of all council members present after being read by number and title only, this _____ day of _____, 2024.

_____
Carol A. Krager, City Recorder

APPROVED: By Tigard City Council this _____ day of _____, 2024.

_____
Heidi Lueb, Mayor

Approved as to form:

_____
City Attorney

_____
Date

AIS-5665 **10.**

Business Meeting

Meeting Date: 11/12/2024

Length (in minutes): 15 Minutes

Agenda Title: Public Hearing: City Manager Recruitment Hiring Standards, Criteria, and Policy Directives

Authored By: Laura Gomez

Presented By: HR Director Gomez

Item Type:

Public Hearing

Legal Ad Required?:

Publication Date:

Information

EXPLANATION OF ISSUE

This is a discussion on the hiring standards and selection criteria to be used in designing a recruitment process for a new City Manager and allow an opportunity for public comment.

ACTION REQUESTED

Council input is being sought on the direction of the process. There is an opportunity for public comment during the hearing.

BACKGROUND INFORMATION

This is a hearing to receive public input as required following the Council meeting of October 22, 2024. A brief overview will be provided of the City Manager hiring standards and selection criteria outlined in the City Manager class specification. Incorporating the standards, criteria, and recruitment process and selection strategy with an experienced executive search firm, Raftelis, will be confirmed. Council will review the scope of work to be performed by Raftelis, as recommended by staff.

ALTERNATIVES & RECOMMENDATION

N/A

ADDITIONAL RESOURCES

N/A

Attachments

Presentation

City Manager Class Specification

Draft Scope of Work

Raftelis Proposal



City Manager Recruitment

November 12, 2024

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

CITY OF Tigard

Agenda



Review Hiring Standards and Selection Criteria



Executive Search Firm Services



Gather Input and allow opportunity for public comment

City Manager Hiring Standards and Criteria

Minimum Qualifications

- Bachelor's degree in public or business administration, urban or regional planning, or a related field
- 10 years of related experience
- 5 years of experience leading staff

Knowledge Includes

- Municipal budget development, administration
- Principles, practices, and elements of economic and community development
- Goal setting, program development, implementation

Abilities and Skills Include

- Work cooperatively with staff and City Council and effectively represent the City in meetings
- Oversee all City financial activities, administer investments, City budget
- Interpret, apply, and ensure compliance with Federal, State, and local guidelines

Raftelis, Executive Search Services

Raftelis is a national executive search firm with local experience in successfully supporting the City of Tigard, as well as City of Hillsboro, City of Beaverton, and Washington County, and more than 700 organizations in the last year.

The Raftelis team includes more than 180 expert consultants making them one of the largest local government management and financial consulting practices in the nation.

Raftelis consultants and associates have decades of collective experience serving in a wide range of positions from city manager to public works director, to chief of police.

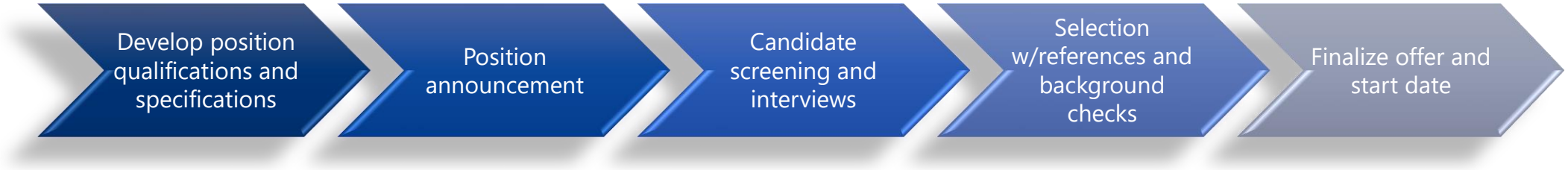
Raftelis will leverage their extensive, diverse professional network to attract the best talent nationwide.

Scope of Work

Raftelis uses a phased approach to executive search services. The expected scope of work and phases include:

- Developing a process timeline
- Inquiring, understanding and defining the position profile
- Candidate search and evaluation
- City/Council Interview Selection Process
- Supporting long-term success for the candidate

Preliminary Draft Timeline



Nov 25 – Dec 9

Dec 16 – Jan 27

Jan 28 – Feb 24

Feb 25 – March 10

March 10 – May 1

Staff Recommendations

- Use the existing hiring standards and qualifications for City Manager
- Use the described scope of work
- Move quickly and intentionally through the timeline



City *of* Tigard

Questions

TIGARD

City of Tigard

City Manager

CLASS CODE	M110	**SALARY**	$0.00 Monthly $0.00 Annually
REVISION DATE	August 26, 2020		

Class Description

Definition

Under policy direction, plans, organizes, and provides administrative direction and oversight for all City functions and activities; provides policy guidance and program evaluation to the City Council and management staff; encourages and facilitates provision of services to City residents and businesses; fosters cooperative working relationships with intergovernmental and regulatory agencies and various public and private groups; pursues appropriate avenues of economic and community development; and performs related work as required.

Supervision Received and Exercised

Receives policy direction and oversight from the City Council. Exercises general direction and supervision to the entire City staff through subordinate levels of management and supervision.

Class Characteristics

The City Manager serves as the Chief Executive Officer of the City, accountable to the City Council and responsible for enforcement of all City codes and regulations, the conduct of all financial activities and the efficient and economical performance of the City's operations.

Essential Job Functions

- Plans, organizes, and administers operations of the City, either directly or through subordinate management and supervisory staff; coordinates and evaluates the work of the City in accordance with applicable laws, codes, and regulations, and adopted policies and objectives of the City Council.
- Collaborates, communicates, and seeks input from stakeholders to ensure effective implementation of significant city initiatives.
- Provides visionary leadership and guidance in setting clear culture and direction for city departments and staff.
- Directs and coordinates the development and implementation of goals, objectives, and programs for the City; develops administrative policies, procedures, and work standards to ensure goals and objectives are met, staff are held accountable, and programs provide mandated services in an effective, efficient, and economical manner.
- Oversees the preparation of the annual budget for the City; authorizes directly or through staff, budget transfers, expenditures, and purchases; provides information regarding the City's financial condition and needs to the City Council.

- Advises the City Council on issues, programs, and financial status; prepares and recommends long- and short-range plans for City service provision, capital improvements, and funding; and directs the development of specific proposals for action regarding current and future City needs.
- Oversees the administration, construction, use and maintenance of all City facilities and equipment, including buildings, parks, facilities, and other public property.
- Represents the City and the Council in meetings with governmental agencies, community groups, and various business, professional, educational, regulatory, and legislative organizations; acts as the City liaison with the media.
- Provides for the timely investigation and resolution of complaints regarding the administration of and services provided by the City government and proactively communicates resolutions to stakeholders.
- Provides for contract services and ensures proper performance of obligations to the City; has responsibility for enforcement of all City codes and regulations.
- Oversees the selection, training, professional development, and work evaluation of City staff; oversees the implementation of effective employee relations and related programs; provides policy guidance and interpretation to staff.
- Directs the preparation of and prepares a variety of correspondence, reports, policies, procedures, and other written materials.
- Ensures that the Council is kept informed of City functions, activities, and programs, and of legal, social, and economic issues affecting City activities.
- Monitors changes in laws, regulations, and technology that may affect City operations; implements policy and procedural changes as required.
- Performs other duties as assigned.

Minimum Qualifications

Education and Experience:

Any combination of training and experience which would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to graduation from a four-year college or university with major coursework in public or business administration, public policy, finance, or a field related to the work; AND
Ten (10) years of management or administrative experience in a municipal agency setting, including at least five (5) years of management and supervisory experience; experience in working with an elected Council or Board is highly desirable.

Knowledge, Skills, & Abilities

Knowledge of:

- Administrative principles and practices, including goal setting, program development, implementation, and evaluation and supervision of staff, either directly or through subordinate levels of supervision.
- Principles, practices, and procedures of public administration in a municipal setting.
- Principles, practices, and processes for effective change management.
- Functions, services, and funding sources of a municipal government.
- Functions, authority, responsibilities, and limitations of an elected City Council.

- Applicable federal, state, and local laws, codes, and regulations.
- Principles and practices of municipal budget development, administration, and accountability.
- Principles, practices, and legal elements of economic and community development and redevelopment.
- Current social, political, and economic trends affecting City government and service provision.
- Modern office practices, methods, and computer equipment.
- Computer applications related to the work.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for effectively representing the City in contacts with government agencies, community groups, and various business, professional, regulatory, and legislative organizations.
- Techniques for dealing effectively with the public, vendors, contractors, and City staff, in person, online, and over the telephone.
- Techniques for providing a high level of customer service to the public and City staff, in person, online, and over the telephone.

Ability to:

- Plan, administer, coordinate, review, and evaluate the functions, activities, and staff of the City.
- Work cooperatively with, provide staff support to and implement the policies of the City Council.
- Develop and implement goals, objectives, policies, procedures, work standards, and internal controls.
- Oversee all City financial activities, including administering investments, the development and implementation of the City budget and the control of all expenditures and purchases.
- Interpret, apply, and ensure compliance with federal, state, and local policies, procedures, laws, and regulations.
- Conduct effective negotiations and effectively represent the City in meetings with governmental agencies, community groups, and various business, professional, educational, regulatory and legislative organizations and the media.
- Direct the preparation of and prepare clear and concise reports, correspondence, policies, procedures, and other written materials.
- Analyze problems, identify and use data to inform alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.
- Present information to Council using data analytics as appropriate to display issues and solutions.
- Use sound independent judgment within general legal, policy, and procedural guidelines.
- Organize own work, coordinate projects, set priorities, and meet critical time deadlines.
- Operate modern office equipment, including computer equipment and specialized software applications programs.
- Comprehend and use English effectively including producing all forms of communication in a clear, concise, and understandable manner to intended audiences.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.

- Establish, maintain, and foster positive and harmonious working relationships with those contacted in the course of work.

Licenses and Certifications

- Possession of a valid driver's license with satisfactory driving history.

Working Conditions

Physical Demands

Must possess ability to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various City and meeting sites; ability to read printed materials and a computer screen; and to communicate in person, before groups, on video and over the telephone. This is primarily a sedentary office classification although standing in work areas and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard, or calculator, and to operate standard office equipment. The incumbent in this classification occasionally bends, stoops, kneels, reaches, pushes, and pulls drawers open and closed to retrieve and file information. Incumbent must possess the ability to lift, carry, push, and pull materials and objects weighing up to 25 pounds.

Environmental Elements

Incumbent works in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

Draft Scope of Work – City Manager Recruitment and Selection Process

The following areas are to be performed by the Search Firm Consultant including, but not limited to:

1. **Develop a timeline**
   a. Prepare a realistic timeline to accomplish each phase of the recruitment and selection process with clarity between search firm/City roles and responsibilities at each phase. Recommendations can include modification to what is proposed in the scope and changes to the order of the phases, etc.
2. **Candidate profile development**
   a. Survey, interviews or other input options to determine desired attributes (Council, Leadership Team, designated external city partners, department/city staff and community.) One on one meetings with Council to ensure their needs and expectations are addressed in the profile.
   b. From data collected, develop a candidate profile (review with City/Council search team before finalizing.)
3. **Develop a selection and sourcing process**
   a. Aspects of the selection process could include a community component (including external city partners), a city staff component, a Leadership Team component and a Council component. Staff will work with the search firm to design a process to meet Council and community needs.
   b. A candidate presentation component may be possible to incorporate into the selection process.
   c. Cultural competency questions may also need to be incorporated into the process.
4. **Develop an advertising outreach plan**
   a. Advertising campaign: complete an outreach to a variety of sources.
   b. Direct mail: distribute a mailer/emailer to prospective candidates.
   c. (Social) Networking campaign: conduct an outreach to prospective candidates.
5. **Evaluation/screening of candidates**
   a. Using a system based on the candidate profile, search firm will conduct an initial screening of candidates.
   b. Conduct screening interviews to confirm the qualifications and eligibility of finalist prior to forwarding to the City.
   c. Finalist list of approximately 8-12 top candidates sent for City/Council selection committee consideration.
6. **City/Council Interview and Selection Process**
   a. Search firm will assist in the logistics of the finalist selection process, including candidate coordination, process fine tuning, advise to City/Council, etc.
   b. Conduct Council interviews
   c. Open house/meet-and-greets or alternative process with staff, leadership team, community members
7. **Complete Comprehensive Background**
   a. Conduct a full reference and background check as appropriate for a municipal administrator.
8. **Finalize Offer and Hire** (Search Firm may provide some assistance)
   a. Negotiations of employment agreement including start date.

RAFTELIS

City of Tigard

Executive Search Services – City Manager

PROPOSAL / NOVEMBER 4, 2024



RAFTELIS

November 4, 2024

Mayor Heidi Lueb and Councilors
City of Tigard
13125 SW Hall Blvd.
Tigard, OR 97223

Subject: Proposal for Executive Search Services

Dear Mayor and Councilors:

We are pleased to submit this proposal for executive search services. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including executive search, to local governments and the utility industry.

Our project team for the City comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has completed over 350 searches, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique set of needs and expectations. We have prior experience supporting the City of Tigard and will leverage our knowledge of the City and the organization in this important recruitment. We are confident our approach will result in a successful leader for the organization. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to continue to serve the City of Tigard. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader, using the following contact information:

Catherine Tuck Parrish, Vice President
Phone: 240.832.1778 / Email: ctuckparrish@raftelis.com

Sincerely,

Julia Novak, *Executive Vice President*

30 YEARS OF SERVICE

RAFTELIS CHARITABLE GIFT FUND

Making our world better

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.

DEI@RAFTELIS

Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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FIRM OVERVIEW

Who We Are

RAFTELIS AND THE NOVAK CONSULTING GROUP, HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE.

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

TNCG is Now Raftelis

The Novak Consulting Group (TNCG) and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 180 of the country's leading local government and utility consultants, who have decades of experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the City and help to make this project a success.

RESOURCES AND EXPERTISE: This engagement will require the resources necessary to effectively recruit for your unique position and the skillsets to complete all of the required components. With more than 180 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide the City with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.

DECADES OF COLLECTIVE EXPERIENCE: Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to chief of police.

PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS: You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

NICHE EXPERTISE: Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

FIRM CAPABILITIES



EXECUTIVE SERVICES: Identify and develop top talent to strengthen your organization

- Executive recruitment
- Executive coaching
- Facilitated executive performance evaluations



ORGANIZATION: Plan for long-term sustainability and operate with maximum efficiency

- Organizational and operational assessments
- Stormwater utility development and implementation support
- Performance measurement
- Staffing analysis
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing
- Process improvement



TECHNOLOGY: Use your data and technology to improve experience and gain valuable insights

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions
- Website development
- Information technology assessments and strategic planning
- Customer management assessments and optimization
- CIS selection and implementation
- AMR/AMI feasibility studies
- Mobile workforce management
- Meter data management
- CMMS selection and implementation
- GIS optimization services
- Fleet management systems



FINANCE: Meet your goals while maintaining a financially sustainable organization

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis



COMMUNICATION: Communicate strategically to build an informed, supportive community

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement



STRATEGIC PLANNING: Set the direction for the future of your organization and community

- Organization, department, and community-based strategic planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation

PROJECT APPROACH

Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target people of color and women, including the National Forum of Black Public Administrators (NFBPA), the Local Government Hispanic Network, and the League of Women in Government. We intentionally seek well-qualified women and people of color so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process, from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.



39% of our recruitments resulted in the hiring of **females**

21% of our recruitments resulted in the hiring of **people of color**

Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan that is actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

Work Plan

THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE CITY MANAGER RECRUITMENT.

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the ideal candidate for this position. We will begin by speaking with the Mayor and Councilors individually and then as a group. We will facilitate a meeting with the retiring City Manager and one other meeting to gather input from Department Directors. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit in terms of traits and experiences. All meetings will be virtual, except for the final interviews, which will be in person.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Oregon and the nation. We will prepare a position profile that is unique to the City of Tigard. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position. We will develop a recruitment brochure for advertising the position which includes the position profile, as well as information on the organization, the City, and the community. We will work with the City to eliminate barriers to underrepresented groups, including years of service, levels of education, and other strict requirements that might eliminate someone who can do the job.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, the City has thought about what it wants the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the Mayor and Council. Modifications will be made as necessary before recruitment begins.

DELIVERABLES:

- Detailed recruitment process documents, including recruitment plan, position profile, and first-year goals

Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. We will prepare and place advertisements in state and national publications and websites to attract candidates throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan. We understand the importance of having a diverse applicant pool, so our recruitment strategy includes a robust outreach strategy to identify and attract well-qualified individuals from underrepresented groups and encourage them to apply. In our outreach, we ensure we place job postings in places that target women, minorities, and other underrepresented groups. We also utilize our networks across the country to find and attract well-qualified candidates from a variety of backgrounds to apply and be considered. In addition, our recruiters have participated in conferences like NFBPA and Engaging Local Government Leaders (ELGL) for networking, a Diversity, Equity, and Inclusion cohort through the International City/County Management Association (ICMA), and several leadership academies for women in local government in different states.

We will place job postings with national, state, and regional professional organizations such as ICMA, League of Oregon Cities, a LinkedIn Job Ad, and other places as identified in the recruitment plan. We also recommend national organizations such as ELGL, NFBPA, Local Government Hispanic Network, International Network of Asian Public Administrators, and other professional associations that target Black, Indigenous, and People of Color (BIPOC) as well as veterans and other underrepresented groups to provide a more diverse applicant pool. We will also reach out to historically black colleges and universities and other targeted alumni networks that have graduates from diverse backgrounds and ask them to share our postings.

As soon as the advertisements are completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the City of Tigard.

We will reach out to the applicants in our extensive database as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on the City's unique needs. Our outreach includes seeking well-qualified women and people of color and encouraging them to apply.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A summary of these candidates will be prepared and shared with the City. We will then meet with the Mayor and Council to review the entire list (if desired) as well as the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the direction of the Mayor and Council, we will finalize a list of candidates to invite for interviews.

DELIVERABLES:

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials, including screening results and internet search

Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by our recruitment team. We will plan and facilitate a multi-step interview process specific to the position. The process could include writing exercises, presentations, panel interviews, tours, and a department director or key staff meet-and-greet. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings.

We will coordinate the logistics of the process and provide the candidates with the details along with any travel policy requirements or other information. We will also work with a City contact to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by the City.

The City will select the top candidate. We can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references

to confirm the strength of their credentials. We will also conduct a media check to review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidate, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

We also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and ensure the candidates align with the salary requirements for the position. We will keep candidates apprised of their status and release them at the appropriate time.

DELIVERABLES:

- Interview book materials
- References and background check on top candidate

Recruitment Timeline

Tentative Recruitment Timeline, to be discussed and confirmed with City Council and Human Resources.

Discovery Meetings November 13 – 29, 2024
- Conduct interviews with Mayor, City Council Members, City Leadership

Develop Recruitment Brochure November 25 – December 9, 2024
- Complete review and update of brochure content by Monday, December 9
- Obtain Council approval

Post No Later than Monday, December 16, 2024
- Recruitment live on Raftelis and City website.
- All ads posted.

First Review Monday, January 27, 2025
- Ideally candidates have applied by this date.

Candidate Review Week of February 3, 2025
- Review candidates and choose who to interview for semi-finalists.

Virtual Interviews Week of February 10, 2025
- Virtual interviews with the semi-finalists.

On-Site Interviews Week of February 24, 2025
- In person interviews

REFERENCES

References

Raftelis is uniquely positioned to perform this recruitment because of our knowledge of local government and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them.

Client	Reference
City of Beaverton, Oregon • Information Technology and Services Director (2023) • Public Works Director (2023) • Finance Director (2022) • City Manager (2021) • Interim City Manager (2020)	Patricia Anderson Wieck, Director of Human Resources P: 503.526.2522 E: pwieck@beavertonoregon.gov Dan Weinheimer, Assistant City Manager P: 970.232.4352 E: dweinheimer@beavertonoregon.gov Jenny Haruyama, City Manager P: 503.526.2372 E: jharuyama@beavertonoregon.gov
City of Hillsboro, Oregon • Library Director (2023, 2020, 2014) • Employee and Labor Relations Manager (2021) • Assistant City Manager (2020) • City Manager (2019) • Assistant City Manager, Community and Organizational Engagement (2018) • Fire Chief (2017) • Police Chief (2013) • Human Resources Director (2012)	Robby Hammond, City Manager P: 503.681.5214 E: robby.hammond@hillsboro-oregon.gov Lisa Colling, Human Resources Director P: 503.681.6460 E: lisa.colling@hillsboro-oregon.gov
Washington County, Oregon • Assistant County Administrator (2023, 2021) • Chief Financial Officer (2021) • County Counsel (2020) • County Administrator (2019) • Interim County Administrator (2019)	Kathryn Harrington, Chair P: 503.846.8681 E: kathryn.harrington@oregonmetro.gov Tanya Ange, County Administrator P: 503.846.8806 E: tanya_ange@co.washington.or.us

City of Fort Collins, Colorado • City Clerk (2024) • Cultural Services Director (2024) • Deputy City Attorney (2023) • Environmental Sustainability Director (2023) • Assistant City Manager (2023) • Chief Sustainability Officer (2023) • Deputy City Manager (2022, 2020) • Community Services Director (2021) • Environmental Services Director (2021) • Natural Areas Director (2021) • Recreation Director (2021) • Utilities Executive Director (2021) • Community Development and Neighborhood Services Director (2020)	Teresa Roche, Chief Human Resources Officer P: 970.221.6535 E: troche@fcgov.com Catherine MacGowan, Human Resources Partner P: 970.221.6819 E: cmacgowan@fcgov.com Dean Klingner, Deputy Director, Planning, Development and Transportation P: 970.221.6511 E: dklingner@fcgov.com
City of Boulder, Colorado • Division Chief, Logistics (2024) • Senior Risk Manager (2024) • Chief Building Official (2023) • Independent Police Monitor (2023, 2020) • Chief Human Resources Officer (2022) • Director of Planning and Development Services (2022, 2020) • Utilities Engineering Manager (2021) • City Attorney (2021) • City Manager (2020) • HRIS Manager (2020) • Human Resources Senior Manager (2020) • Total Rewards Senior Manager (2020) • Human Resources Director (2017)	Nuria Rivera-Vandermyde, City Manager P: 303.441.3090 E: rivera-vandermyden@bouldercolorado.gov Chris Meschuk, Deputy City Manager P: 303.441.3388 E: meschukc@bouldercolorado.gov Aimee Kane, Equity Program Manager P: 303.441.4235 E: kanea@bouldercolorado.gov

RECRUITMENT TEAM

Recruitment Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE CITY'S RECRUITMENT.

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful recruitments, providing the City with confidence in our capabilities. On the following pages, we have included resumes for each of our recruiting team members.



Catherine Tuck Parrish

PROJECT DIRECTOR/LEAD RECRUITER

Vice President



PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 160 searches for managers/administrators; police chiefs; fire chiefs; directors of public works, planning, economic development, finance, human resources, and human services; and other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects, such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine has served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, forms of government issues, and recruitment. She also worked for the City of Denton, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resources, long-term financial planning, budget strategies, developing high-performing organizations, and leadership. She has also spoken at the National League of Cities Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.

Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Community engagement
- Employee engagement

Professional History

- Raftelis: Vice President (2021-present); Senior Manager (2020-2021); Executive Search Practice Leader, The Novak Consulting Group (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/ Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998 -2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

Education

- Master of Public Administration - University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration - University of Kansas (1988)

Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

Heather Gantz

RECRUITER

Senior Manager



Specialties

- Executive Search
- Leadership Development
- Employee Growth and Development
- Innovation
- Facilitation
- Project Management
- Community Engagement
- Diversity of Thought

Professional History

- Raftelis: Senior Manager (2022-present); Manager (2020 – 2021)
- Waldron: Director (2007-2020)
- Private Sector Recruiter (1996-2007)

Education

- Bachelor of Arts in Business Management - University of Phoenix (2000)

Professional Memberships

- Engaging Local Government Leaders (ELGL)

PROFILE

Heather has over 20 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 15 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing exceptional customer service throughout the process.

Heather has conducted over 75 searches in the public sector. She has delivered positive search outcomes for dozens of high-profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited for city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. In addition, she has led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

In addition to executive recruitment, Heather has experience supporting organizational effectiveness. She is known for providing effective leadership development and contributing to employee growth and development initiatives. Heather has advised individuals and small groups on career transition and job search strategies. Topics include knowledge and skill assessment, resume development, LinkedIn, networking, interview preparation, and salary and offer negotiation. Heather has also completed several leadership evaluations and performance reviews for local government leaders.

Heather has a passion for supporting diversity and innovation in the public sector. She served as an early Advisory Board Member for ELGL and remains an active and involved member in support of their mission of engaging the brightest minds in local government. In addition, Heather has served as a recurring speaker and presenter at the Northwest Women's Leadership Academy (NWWLA) in support of advancing women into leadership roles from a variety of backgrounds in local government.

Pamela J. Wideman

RECRUITER

Senior Manager



Specialties

- Executive Level Management
- Hiring and Recruitment
- Affordable Housing Expertise
- Community Development Policy and Program Development
- Team Development & Leadership
- Consensus Building
- Community Engagement
- Budget Management

Professional History

- Raftelis: Manager (2021 – Present)
- City of Charlotte: Director of Housing & Neighborhood Services (2017 – 2021)
- City of Charlotte: Housing & Neighborhood Services Deputy Director (2008 – 2016)
- City of Charlotte: Housing & Neighborhood Services Supervisor (2006 – 2008)
- City of Charlotte: Budget Analyst (2003 – 2006)

Education

- Harvard Kennedy School -Senior Executives in State and Local Government (2015)
- UNC-Chapel Hill - Municipal Administration (2007)
- University of North Carolina at Charlotte- Master's in Public Administration (2006)
- Belmont Abbey College -Bachelor of Arts in Business Administration (1999)

Professional Memberships

- International City/County Managers Association
- Urban Land Institute
- National Forum for Black Public Administrators

PROFILE

Pamela has over 25 years of experience in leading local government teams, with the last 10 years in executive leadership with the City of Charlotte. She is adept at forging creative solutions to government and community issues at the local level, with service to the community as the foundation of her leadership style. She is known for her thoroughness as well as engendering trusting relationships with elected officials, executive leadership across public, private, and non-profit organizations, and residents, all while providing exceptional customer service throughout the process.

Pamela most recently served as the Director of the City of Charlotte's Housing & Neighborhood Services Department, leading a team of over 200 staff across five key divisions. Pamela shaped Charlotte's affordable housing landscape and managed the oversight of millions of public dollars. She helped create and preserve over 5,000 affordable housing units, created and successfully deployed COVID-19 Pandemic relief programs for rent, mortgage, utility, and deposit assistance to keep vulnerable residents housed during the pandemic, developed a new local rental subsidy program, and managed over $68 million in homelessness support and prevention.

During her work there, Pamela hired numerous staff members for her Department and participated on executive search panels for positions both with the City of Charlotte as well as with other municipalities and organizations. Pamela is a highly sought-after speaker for her expertise in affordable housing and has spoken on numerous panels across the country. Pamela strongly believes that "service is the rent we pay for living on this earth" and is often asked to share her public sector experiences with students, professional trade organizations, and local municipalities.

Pamela has a passion for developing and implementing solutions that serve the community. She served as an early Advisory Member for the Greenlight Fund in Charlotte, and on the Mayors and CEOs Committee for U.S. Housing Investment. Pamela was awarded the Master of Public Administration Alumna of the Year and received a Leadership in Black Excellence from her alma mater, the University of North Carolina – Charlotte. She was also recognized as a Women's In Leadership Champion by the Charlotte Chapter of the Urban Land Institute. Additionally, she was recognized as one of the top 10 "Behind the Scenes" newsmakers by the Charlotte Business Journal in both 2017 and 2020. She currently serves on the Board of Directors for the United Way of Greater Charlotte and the Children and Family Services Center. She is a member of the International City/County Management Association and the National Forum for Black Public Administrators.

Robert Colichio

RECRUITMENT SPECIALIST

Senior Consultant



PROFILE

Robert has over 10 years in full lifecycle recruiting, sourcing, interviewing, and professional coaching. As a recruiter Robert has engaged in searches within both the public and social sector. He has successfully worked on recruitments for city and county managers and administrators, deputy and assistant managers, and various director and managerial roles in human resources, finance, community and economic development, public safety, parks and recreation, and public works.

In addition to executive recruiting, Robert has over eight years of combined experience in professional development, career coaching, and career transition management. With over 500 clients served, leading and coaching them through complicated organizational change ranging from individual executive employee transitions to large reductions in force. Work with these clients often included one-on-one coaching over the course of multiple months. Robert additionally hosted and developed multiple large group workshops for companies. He has extensive and diverse project management experience, including technology changes and implementations.

Robert has a Master of Business Administration degree with an emphasis in organizational behavior and a Bachelor of Science in Business Administration with dual concentrations in operational management and marketing with a minor in economics.

Specialties

- Executive search
- Project management
- Facilitation
- Employee growth and development
- Data analysis

Professional History

- Raftelis: Senior Consultant (2023-present); Consultant (2021-2022)
- Waldron: Senior Consultant and Coach (2013-2021)
- Portland State University: Graduate Teaching Assistant (2010-2012)
- Private Sector Consultant: Strategic Planning and Marketing Development (2008-2012)
- Skanska USA: Project and Client Relations Coordinator (2006-2008)

Education

- Master of Business Administration in Organizational Behavior - Portland State University, School of Business (2012)
- Bachelor of Science in Business Administration - University of Oregon, Lundquist College of Business (2006)

Certifications

- SHRM-CP

Professional Memberships

- Society for Human Resource Management (SHRM)

Kelsey Batt

RECRUITMENT SPECIALIST

Consultant



PROFILE

Kelsey joined Raftelis in 2021, helping to facilitate executive level recruitments for local governments across the county. As a strong cross-cultural communicator, Kelsey utilizes her skills and background in professional writing to serve as a launchpad for all her endeavors.

Kelsey graduated from the Honors College at Purdue University in West Lafayette, Indiana where she earned a bachelor's in both Professional Writing and Creative Writing, as well as a Minor in Italian.

During her time as a student, Kelsey worked diligently at the world-renowned Purdue OWL Writing Lab, pairing with over 1,000 undergraduate and graduate students to help develop positive relationships with both writing and the English language. She also competed on the women's Division I Track and Field and Cross-Country teams while at Purdue, earning six Academic All-Conference Honors from the Big Ten.

She has previously worked as a copywriter at Sweetwater Sound where she developed the company's first Copy Style Guide and proposed several researched marketing strategies, focusing on inclusion amidst gender inequality in the music industry. Her ideas can be seen implemented throughout their current sales website and internally. Kelsey also has experience in marketing from her time at SDI Innovations, where she produced and edited social media and blog content.

Specialties

- Executive search
- Recruiting
- Editing

Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2021-2023)
- The Purdue Writing Lab & Purdue OWL (2017-2021)

Education

- Bachelor of Arts, School of Liberal Arts – Purdue University, West Lafayette, IN (2021)

Alexa Worrell

RECRUITMENT SPECIALIST

Consultant



Specialties

- Executive search
- Recruiting
- Relationship building

Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2022-2023)
- Textron Specialized Vehicles: Talent Generalist (2021-2021)

Education

- Bachelor of Arts, School of Liberal Arts – Miami University, Oxford, OH (2021)

PROFILE

In May 2022, Alexa joined Raftelis as a recruitment specialist, having completed an internship with the firm's Executive Recruitment Team where she supported numerous search activities.

Prior to Raftelis, Alexa worked as a Talent Generalist Intern at Textron Specialized Vehicles, where she developed a comprehensive leave process guide to ensure more consistent application of the company's policies; researched human resource procedures, policies, and applicable employment laws; and marketed and facilitated an informational event for employees to set up banking needs.

Through her prior work as a Receptionist/HR Assistant, Alexa developed her interviewing and recruiting skills and gained experience in redesigning training manuals for various roles to enhance training processes for future hires.

During her time as a student, Alexa served as recruitment chair of her sorority, where she recruited a new incoming class of over 30 members while also developing positive relationships with the new class and the established members of the chapter. She also assisted with facilitating monthly business development events as a member coordinator for the Advancing Women in Entrepreneurship Business Club.

Alexa earned her bachelor's degree in Sociology and Human Capital Leadership and Management from Miami University in Oxford, Ohio.

COST

Cost

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is $34,500. This includes all professional fees and expenses for Raftelis.

We estimate the following additional costs to the City, which would be billed at cost.

Advertising	Approximately $2,000-$2,500
Background checks	Estimated at $175-$500/finalist
Finalists' interview travel	Borne and reimbursed directly to the finalists by the City

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

Activity 1 – $9,356	After delivery of the recruitment documents • Recruitment plan • Recruitment brochure • First-year goals
Activity 2 – $14,010	After the candidate review
Activity 3 – $11,134	After the interviews are completed

Within six (6) months of the final interview process, should an additional candidate be hired by the City from the pool of candidates presented by Raftelis for this project, the additional fee shall be $15,000.

ADDITIONAL SERVICES

Coaching

Raftelis has trained coaches with practical experience as former practitioners to provide one-on-one coaching with executives, department heads, and mid-level managers. The process includes setting goals, development and execution of a coaching plan, and individual coaching sessions. Local governments and utilities utilize this service to help new leaders acclimate to new roles and responsibilities, adjust to the complexities of the organization and external factors, navigate difficult conversations, improve their interactions with the governing body and/or in public settings, build strong staff teams, and prepare future leadership within the organization.

COST:

- Typical cost for this service is $10,000
- Hourly rate for coaches is $250/hour
- Work is done virtually

Facilitated Evaluations

Raftelis has skilled staff who can deliver a facilitated evaluation for governing-body appointed staff, including city managers, city attorneys, city clerks, city treasurers, city auditors, etc. This process includes input from every governing body member through the facilitator, self-assessment, a guided conversation in executive session, goal-setting for the next year, and the evaluation document. This allows each member of the governing body's voice to be included, ensures the executive receives meaningful feedback, and is done objectively. This process may also include a 360 component, if desired.

COST:

- Typical cost for this service is $13,000 to $17,000 (depending on scope, such as the inclusion of 360)
- Work is done remotely except for guided executive session

APPENDIX: ADDITIONAL RELEVANT EXPERIENCE

Appendix: Additional Relevant Experience

Recent Executive Search Experience

Client		Position
AZ	Central Arizona Project	General Manager
AZ	Clarkdale	Town Manager
AZ	Cottonwood	City Manager
AZ	Oro Valley	Chief Financial Officer
AZ	Oro Valley	Police Chief
AZ	Payson	Town Manager
AZ	Peoria	Human Resources Director
AZ	Scottsdale	Economic Development Director
AZ	Yuma	City Administrator
AZ	Yuma	Engineering Director
AZ	Yuma	Finance Director
AZ	Yuma	Planning and Neighborhood Services Director
CO	Aspen	Community Development Director
CO	Boulder	Chief Human Resources Officer
CO	Boulder	City Attorney
CO	Boulder	City Manager
CO	Boulder	Fire Division Chief
CO	Boulder	HRIS Manager
CO	Boulder	Human Resources Director
CO	Boulder	Human Resources Senior Manager
CO	Boulder	Independent Police Monitor
CO	Boulder	Municipal Court Judge
CO	Boulder	Planning and Development Services Director
CO	Boulder	Total Rewards Senior Manager
CO	Boulder	Utilities Engineering Manager
CO	Denver	Independent Monitor
CO	Fort Collins	Cultural Services Director
CO	Fort Collins	Deputy City Manager

Client		Position
CO	Fort Collins	Community Services Director
CO	Fort Collins	Community Development and Neighborhood Services Director
CO	Fort Collins	Environmental Services Director
CO	Fort Collins	Natural Areas Director
CO	Fort Collins	Recreation Director
CO	Fort Collins	Utilities Executive Director
CO	Health District of Northern Larimer County	Executive Director
CO	Lafayette	City Administrator
CO	Louisville	City Manager
CO	Louisville	Director of Parks and Recreation
CO	Louisville	Director of Planning and Building Safety
CO	Louisville	Human Resources Director
CO	Loveland	Budget Manager*
CO	Loveland	Chief Financial Officer*
CO	Loveland	City Clerk*
CO	Loveland	Economic Development Director*
CO	Northglenn	Human Resources Director
CO	Pueblo West Metropolitan District	District Manager
CO	Westminster	Parks, Recreation, and Library Director
CT	Greenwich	Town Administrator
CT	Mansfield	Town Manager
CT	Meriden	City Manager
CT	Windsor	Police Chief
DE	Kent County	County Engineer/Public Works Director
DE	Lewes	Municipal Planning and Development Officer
DE	Milford	City Manager
DE	Milton	Town Manager
DE	Rehoboth Beach	City Manager

Client		Position
IA	Cedar Rapids	Utilities Director
IA	Cedar Rapids	City Attorney
IA	Cedar Rapids	Public Works Director
IL	Peoria County	Director, Animal Protection Services
IN	Bloomington	Traffic and Transportation Engineer
KS	Baldwin City	City Administrative Officer
KS	Edgerton	Building Inspector
KS	Edgerton	Community Development Director
KS	Johnson County	Human Resources Director
KS	Merriam	Finance Director
KS	Olathe	Director of Economy
KS	Tonganoxie	City Manager
LA	Orleans Parish School Board	Chief Operations Officer
MD	Aberdeen	Director of APG Privatization
MD	Aberdeen	Police Chief
MD	Aberdeen	Public Works Director
MD	Berwyn Heights	Code Supervisor
MD	Berwyn Heights	Town Administrator
MD	Cambridge	City Manager
MD	Charles County	Director of Community Services*
MD	Charles County	Engineer IV*
MD	Gaithersburg	City Manager
MD	Gaithersburg	Director of Finance and Administration
MD	Gaithersburg	Engineering Services Division Chief
MD	Gaithersburg	Finance Director
MD	Gaithersburg	Public Works Director
MD	Gaithersburg	Public Works and Engineering Director
MD	Gaithersburg	Director of Information Technology

Client		Position
MD	Garrett Park	Town Manager
MD	La Plata	Planning Director
MD	La Plata	Police Chief
MD	La Plata	Town Manager
MD	La Plata	Town Treasurer
MD	Maryland Municipal League	Executive Director/CEO
MD	Mount Rainier	City Manager
MD	New Carrollton	City Administrative Officer
MD	Ocean Pines Association	General Manager
MD	Riverdale Park	Town Manager
MD	Riverdale Park	Police Chief
MD	Rockville	City Attorney
MD	Rockville	City Manager
MD	Rockville	Community Planning and Development Services Director
MD	St. Michaels	Town Administrator
MD	Sykesville	Town Manager
MD	Takoma Park	City Manager
MD	Takoma Park	Deputy City Manager*
MD	Westminster	Finance Director
MD	Westminster	Human Resources Director
MI	Novi	Assistant City Manager
MI	Novi	Finance Director
MI	Rochester Hills	Chief Financial Officer
MO	Chesterfield	City Administrator
MO	Clayton	City Manager
MO	Lee's Summit	Human Resources Director
MT	Helena	City Manager
NC	Guilford County	Assistant County Manager for Strong Communities

Client		Position
NC	Guilford County	Assistant County Manager for Successful People
NC	Guilford County	County Attorney
NC	Guilford County	Communications and Public Relations Director
NC	Guilford County	Deputy Finance Director
NC	Guilford County	Equity and Inclusion Manager
NC	Guilford County	Public Relations Director
NC	High Point	Assistant City Manager
NC	High Point	Planning Director
NC	Matthews	Assistant Town Manager
NC	Rolesville	Human Resources Director
NH	Keene	City Manager
NH	Hanover	Town Manager
NM	Las Cruces	City Manager
NY	Batavia	City Manager
NY	Livingston County Water and Sewer Authority (LCWSA)	Executive Director
NY	Oneonta	City Manager
OH	Centerville	City Manager
OH	Delaware County	Director of Economic Development
OH	Delaware County Transit District	Executive Director
OH	Hilliard	Deputy Police Chief
OH	Hilliard	Police Chief
OH	Hudson	City Manager
OH	Cleveland Heights	City Manager
OH	Cleveland Heights	Finance Director
OH	Dayton	Financial Officer
OH	Dublin	Director of Public Service
OH	Dublin	Deputy City Manager/ Chief Operations Officer
OH	Granville	Village Manager

Client		Position
OH	Hilliard	City Manager
OH	Hudson	City Manager
OH	Jackson Township	Township Administrator
OH	Miami Township	Township Administrator
OH	Moraine	City Manager
OH	Oberlin	Fire Chief
OH	Oberlin	Police Chief
OH	Portsmouth	City Manager
OH	Prairie Township	Township Administrator
OH	Sandusky	City Manager
OH	Solid Waste Authority of Central Ohio (SWACO)	Director of Administration
OH	The Port - an Ohio Port Authority	General Counsel
OH	The Port - an Ohio Port Authority	Industrial Development Manager
OH	The Port - an Ohio Port Authority	Vice President of Communications and Marketing
OH	The Port - an Ohio Port Authority	Vice President of Economic Equity
OH	Union County	County Administrator
OH	Upper Arlington	Assistant City Manager*
OH	Upper Arlington	Police Chief
OH	Washington Township	Assistant Fire Chief
OH	Washington Township	Township Administrator
OH	West Chester Township	Township Administrator
OH	Westerville	City Manager
OH	Westerville	Deputy Director of Planning and Development
OH	Westerville	Finance Director
OH	Worthington	Assistant Fire Chief
OH	Wyoming	City Manager
OR	Beaverton	City Manager
OR	Beaverton	Finance Director

Client		Position
OR	Beaverton	Interim City Manager
OR	Beaverton	Police Chief
OR	Beaverton	Public Works Director
OR	Clean Water Services	Chief of Staff
OR	Clean Water Services	Chief Utility Operations Officer
OR	Clean Water Services	General Counsel and Chief Compliance Officer
OR	Gresham	City Manager
OR	Gresham	Police Chief
OR	Hillsboro	Employee and Labor Relations Manager
OR	Hillsboro	Library Director
OR	Lake Oswego	City Attorney
OR	Lane County	Public Works Director
OR	Newberg	Assistant City Manager
OR	Newburg	Police Chief
OR	Newberg	Public Works Director
OR	Salem	City Manager
OR	Scappoose	Finance Administrator
OR	Sunrise Water Authority	Finance Director
OR	Tigard	Assistant City Manager
OR	Tigard	Finance Director
OR	Tigard	Human Resources Director
OR	Tualatin	City Attorney
OR	Tualatin Hills Park & Recreation District	Chief Financial Officer
OR	Tualatin Hills Park & Recreation District	City Attorney
OR	Tualatin Hills Park & Recreation District	District Finance Director
OR	Washington County	County Administrator
OR	Washington County	Interim County Administrator
OR	Washington County	Chief Financial Officer
OR	Washington County	County Counsel
OR	Washington County	Assistant County Administrators
PA	Breakneck Creek Regional Authority	Manager
PA	Carlisle Borough	Police Chief
PA	Farrell	City Manager
SC	Mount Pleasant Waterworks	General Manager
TX	Abilene	City Engineer
TX	Abilene	Library Director
TX	Lancaster	Assistant City Manager
TX	Lancaster	Finance Director
TX	University Park	Human Resources Director
VA	Albemarle County	Chief Financial Officer
VA	Albemarle County	County Attorney
VA	Albemarle County	Deputy Director of Community Development
VA	Albemarle County	Police Chief
VA	Albemarle County	DEI Director
VA	Albemarle County	Deputy Chief Financial Officer
VA	Albemarle County	Diversity, Equity, and Inclusion Director
VA	Albemarle County	Human Resources Director
VA	Alexandria	Controller
VA	Arlington County	Central Library Services Division Chief*
VA	Arlington County	Housing Director*
VA	Ashland	Town Manager
VA	Bedford County	County Administrator
VA	Bedford County	Deputy Fire Chief*
VA	Bedford County	Finance Director
VA	Chesapeake	Chief Financial Officer
VA	Chesapeake	Chief Information Officer
VA	Chesapeake	City Auditor
VA	Fairfax	City Manager

Client		Position
VA	Fairfax	Police Chief
VA	Fairfax County	County Executive
VA	Fairfax County	Deputy County Executive
VA	Fairfax Water	Customer Service Manager
VA	Fairfax Water	Human Resources Manager
VA	Fredericksburg	Public Works Director
VA	Harrisonburg	City Manager
VA	Harrisonburg	Human Resources Director
VA	Harrisonburg	Police Chief
VA	Harrisonburg-Rockingham Regional Sewer Authority (HRRSA)	Executive Director
VA	Leesburg	Finance Director
VA	Leesburg	Town Attorney
VA	Leesburg	Planning and Zoning Director
VA	Loudoun County	Animal Services Director
VA	Loudoun County	Assistant County Administrator
VA	Loudoun County	Assistant Director of Human Resources
VA	Loudoun County	Chief Financial Officer
VA	Loudoun County	County Attorney
VA	Loudoun County	Director of Building and Development
VA	Loudoun County	Deputy County Administrator
VA	Loudoun County	Economic Development Director
VA	Loudoun County	Family Services Director
VA	Loudoun County	Finance Director
VA	Loudoun County	Housing and Community Development Director
VA	Loudoun County	Information Technology Director
VA	Loudoun County	Mapping and Geographic Information Director
VA	Loudoun County	Mental Health, Substance Abuse, and Developmental Services Director
VA	Loudoun County	Parks, Recreation, and Community Services Director

Client		Position
VA	Loudoun County	Planning and Zoning Director
VA	Loudoun County	Systemwide Fire Chief
VA	Loudoun County	Community Corrections Director
VA	Newport News	Engineering Director
VA	Newport News	Waterworks Director
VA	Newport News	Human Resources Director
VA	Prince William County	Deputy County Executive for Public Safety
VA	Virginia Retirement System	Human Resources Director
VA	Warrenton	Town Manager
WA	Bellevue	Assistant Director, Financial and Resource Management
WA	Bellevue	Deputy City Manager
WA	Bellevue	Utilities Deputy Director
WA	Bothell	City Manager
WA	Bothell	Community Development Director
WA	Bothell	Finance Director
WA	Camas	City Administrator
WA	Central Pierce Fire and Rescue	Fire Chief
WA	Sammamish	Public Works Director
WA	Shoreline	Administrative Services Director
WA	Shoreline	City Manager
WA	Shoreline	Human Resources and Organizational Development Director
WA	Shoreline	Human Resources Director
WA	Spokane Regional Health District	Community Health Director
WA	Spokane Regional Health District	Deputy Administrative Officer
WA	Spokane Regional Health District	Health Officer
WA	Spokane Regional Health District	Human Resources Manager
WI	Central Brown County Water Authority	Manager
WI	Mequon	City Administrator
WV	Morgantown	City Manager

AIS-5678 **11.**

Business Meeting

Meeting Date: 11/12/2024

Length (in minutes): 0 Minutes

Agenda Title: Supplemental Questions and Answers

Authored By: Carol Krager

Presented By:

Item Type: Receive and File

Public Hearing Legal Ad Required?: No

Publication Date:

Information

EXPLANATION OF ISSUE

The City Council may have questions for staff after the council meeting packet is published. For public transparency, these questions and answers provided by staff are due the afternoon of the meeting and will be attached at the end of the meeting packet.

ACTION REQUESTED

None

BACKGROUND INFORMATION

Council may have questions for staff regarding agenda items. These questions can be asked during the meeting or through an email to the city manager and other staff prior to the meeting. In the interest of public transparency, any questions and staff answers are listed on the Supplemental Questions and Answers list. This will be attached to the meeting packet, which is available online. There may be no questions and in that case, this Agenda Item Summary will have no attachments.

ALTERNATIVES & RECOMMENDATION

N/A

ADDITIONAL RESOURCES

N/A

Attachments

Council Questions and Answers 241112

Supplemental Questions and Answers

November 12, 2024 - City Council Meeting

Agenda Item No. 6. - CONSENT AGENDA: BUDGETING SOFTWARE

Q: (Councilor Wolf) Can you confirm that this software will also provide updates to the Capital Budget spent to date, so the balance shared on the AIS is actual balance available.

A: (Finance Director Kang) Yes, the software package includes a capital project tool that will capture budget and expenditures on a project to date. I've included a link of an example of another jurisdiction that is using the tool today. The engineering team is interested in converting all capital project tracking that's currently captured on the City's Website to Questica's interactive tool.

https://frederickcounty.openbook.questica.com/#/visualization/e93f9ec8-c778-4986-928b-60d40c4e1b1b?filters=%255B%2522Bridges%2522%255D&project=BR1038

Agenda Item No. 7. - SUPPORTING HOUSING SERVICES

Q: (Councilor Wolf) After reading the report, I applaud WA County for its leadership in coordinating so many organizations involved in delivering services to those in WA County needed supports. It is an impressive list and congratulations on reducing unsheltered homelessness by over 35%! Earlier, I had requested that financial data be provided from WA County regarding SHS revenue and expenditures. The annual report attached to the Council Packet addressed those questions. (see earlier questions below):

I am requesting we invite Washington County staff to present to Council on the following:

1. *How Metro collects the SHS dollars and allocates to the counties. Metro has a tax collection report, but it is region-wide. Do we have a WA Cnty report?*

https://www.oregonmetro.gov/sites/default/files/2024/09/06/FY24-SHS-tax-fiscal-year-end-report-20240906.pdf

2. *What data does Washington County receive with the Metro allocation (do we know tax collections by cities/non-incorporated communities?*
3. *How does Washington County disburse funds and I'd like the financial report. When I look at the last Washington Cnty SHS report, it reports on placements and demographic data, but it doesn't report on the financial impact. Should I be looking somewhere else? https://www.washingtoncountyor.gov/housing/documents/shs-2023-24-quarter-3-report/download?inline*

Q: (Councilor Wolf) PLACEMENT PROCESS - Based on the annual report, I believe Community Action Organization runs Community Connect which is the system utilized for placement. The annual report nor the presentation slides define the process for placing those in need of shelter. Given Tigard's critical role in offering shelter/housing, it would be great to have that presentation. https://www.washingtoncountyor.gov/housing/homeless-referral-system-coordination

A: (City/County Houselessness Liaison Cohen) Correct, Community Connect is the coordinated entry system for shelter services. Our County partners will be able to answer questions about how folks enter and navigate the SHS and Community Connect system.

Q: (Councilor Wolf) SYSTEM CAPACITY (pg 32/33, 36 and presentation slide #6)
Wanting to confirm I understand how these dollars are used. Permanent Supportive Housing dollars are services dollars or rent assistance dollars, correct (as opposed to capital $$)?

A: (City/County Houselessness Liaison Cohen) Correct, Permanent Supportive Housing dollars are services dollars used for long-term rental assistance vouchers.

Q: (Councilor Wolf) If so, When I look at the Year 3 Outcome of 399 as compared to the Annual Report (page 33), are we serving 399 households or accumulative 1,257?

A: (City/County Houselessness Liaison Cohen) 1,277 is the number of households that received long-term rental assistance at any time during the year. 399 is the number of new households that received rental assistance through the year. 858 households had been enrolled into the program before this year and continue to need assistance.

Q: (Councilor Wolf) I ask that question in terms of understanding the future need or forecasting funding through 2030. Page 36 forecasts 2,230 as the total estimated need. Has Washington County completed a forecast for the full capacity budget and how that would align with future annual revenues? PSH and Eviction Prevention are critical programs, so I am curious where we will hit a tipping point especially if actual revenue collection was lower by $6.2M.

A: (City/County Houselessness Liaison Cohen) That is an excellent question, and I look forward to the county's response.

Q: (Councilor Wolf) SHELTER SYSTEM: I have concerns about the supply side allocation of resources when comparing Hillsboro, Tigard, and Beaverton. Looking only at permanent shelter beds: Hillsboro 96 beds; (Population 107K)

Tigard 139 beds; (Population 56K)
Beaverton 118 beds (Population 101K)

Tigard has received federal (currently) and regional funding to support our services, but what assurances do we have from Washington County that shelters such as Just Compassion have the supports needed?

A: (City/County Houselessness Liaison Cohen) Our County partners can answer this question.

Q: RETURNS TO HOMELESSNESS SERVICES -page 35 (Councilor Wolf)
Do we understand root causes of the return to homelessness services? Is it rent increases or other issues?

A: (City/County Houselessness Liaison Cohen) The primary cause of homelessness in our region (and in Tigard) is lack of affordable housing, both in terms of housing stock and in terms of peoples' ability to pay for it. For the primary causes of returning to homelessness, I hope our County partners can answer that this evening.

Q: (Councilor Wolf) The report defines Population B as Rapid Rehousing and Prevention -page 55. What is included in Population A?

A: (City/County Houselessness Liaison Cohen) Population A is defined as people that are extremely low income, chronically homeless, and have a disabling condition. This population often requires Permanent Supportive Housing and access to recovery services. Population B are people experiencing houselessness, but do not qualify as Population A. The report is trying to articulate which services are best suited for each population, acknowledging that Population A participants often need more intensive, long-term assistance to maintain housing.

Q: (Councilor Wolf) LOOKING TO THE FUTURE - This is probably incredibly difficult to answer given the uncertainties in the next five years. Do we have a sense of where we will be when the SHS tax expires in 2030 or when we have fully utilized the Metro bond?

A: (City/County Houselessness Liaison Cohen) Agreed that this is difficult to answer at this time. Metro is considering several options for the future, and I believe this will be a dynamic and important conversation in the next few years.

Agenda Item No. 8 – RIVER TERRACE 2.0 UPDATE – CLIMATE GOALS, HOUISING PLAN, ANNEXATION

Q: (Councilor Wolf) Housing & Community Engagement Committees: Appreciate the involvement to date by those on these committees. Can you share who is participating on the committees?

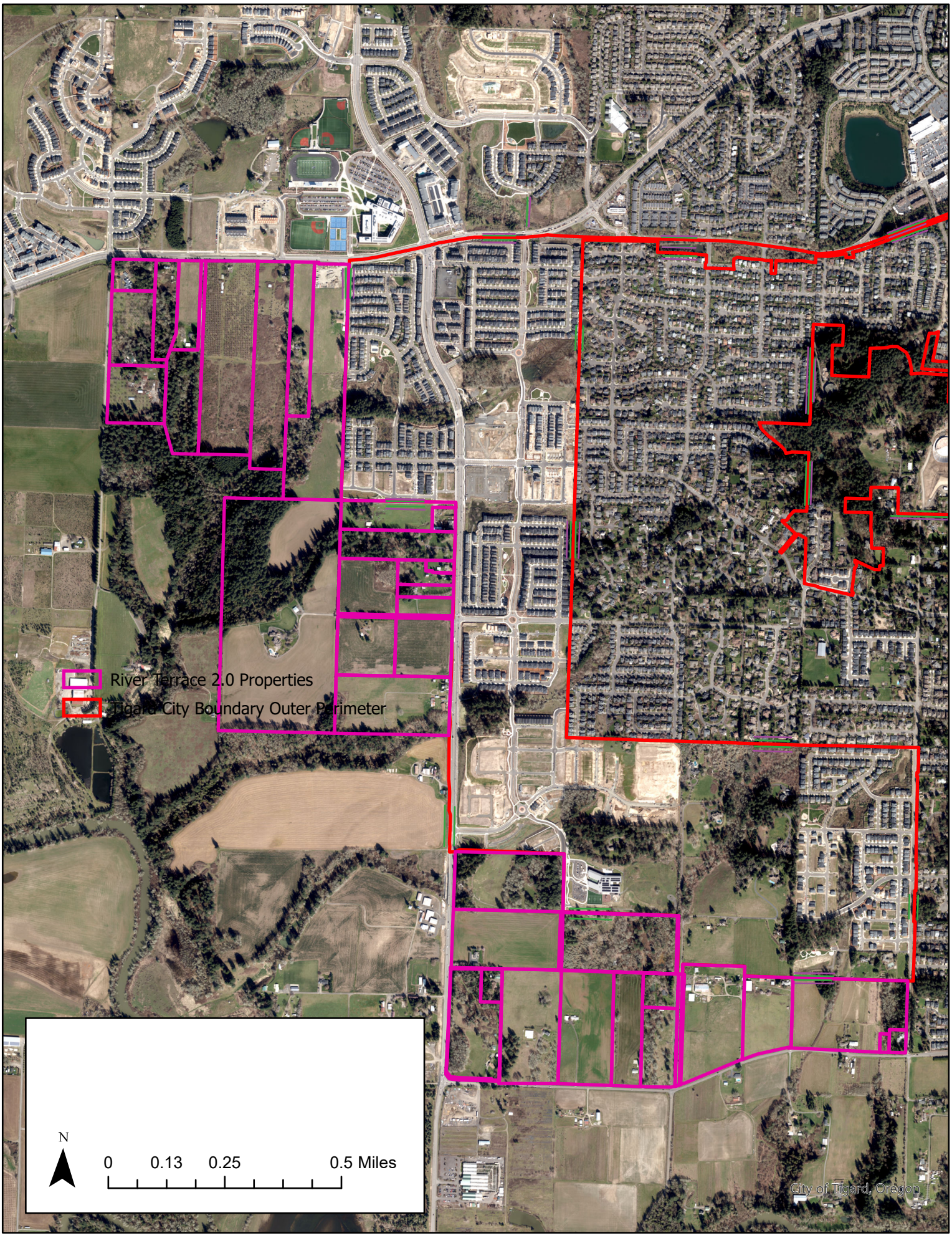
HAC	CAC
Marc Farrar	**Mickie Harshman**
Matt Wellner	**Elizabeth Sprague**
Mac Cunningham	**Julie Le**
Katie Ullrich	**Lisa Goetz-Mutchler**
Ross Masters	**Paul Bourman**
Tanya Christensen	**Sarah Ericksen**
Ken Barker	**Dan Murphy**
Nikki Munson	**Amalia Mohr**
Mike Mitchoff	**Larry Jacobs**
Jessy Ledesma	**Miguel Andrade**
Tom Remmers	**Miriam Andrade**
Aubre Dickson	**Esperanza de la Vega**
	Jessica Tewell

Q: (Councilor Wolf) Some of the Priority Actions (such as frequent, efficient transit) might be impacted by the answers provided to ECONW questions on community design. Do we have concerns about delivering on low-carbon modes for RT2 community members?

A: (Senior Planner Warren) We don't have broad concerns but recognize that there are trade-offs and policy decisions that will need to be made with the plan if we are to deliver on low carbon development.

Q: (Councilor Wolf) ECOnorthwest Report /Presentation- The report (pages 4&5) poses some important questions. Based on the slide presentation, have the Housing Advisory Committee and Community Advisory Committee been asked the questions? The slides don't provide feedback, so are responses still being summarized? Based on slide 4, did the committees discussed these issues on October 29? (first meeting)

A: (Senior Planner Warren) These key questions were covered in the meetings but since they happened after the agenda item deadline, the feedback is not included in this presentation. I can provide a very high-level summary this evening.


River Terrace 2.0 Properties
Tigard City Boundary Outer Perimeter
N
0
0.13
0.25
0.5 Miles
City of Tigard, Oregon

TLID	Site Address	Land Value	Building Value	Total Value	Assessor Acres	M50 Assessed VAlue	Permanent Rate	Levy Rate	GO Bond	COT Tax Value	Tax Code	Property Code	Subdivisior Lot	Improvement to Land Ratio
2S1180000100	16245 SW BEEF BEND RD	$ -	$ 392,290	$ 981,180	19.7	$ 271,780	$ 683	$ 79	$ 91	$ 853	023.14	551		
2S1180001700	16295 SW BEEF BEND RD	$ 150,190	$ 262,140	$ 978,090	15.05	$ 208,960	$ 525	$ 61	$ 70	$ 656	023.14	551	2009-028 F 1	1.745389
2S1180001800	16000 SW ROY ROGERS RD	$ -	$ 548,640	$ 978,640	2	$ 369,010	$ 927	$ 107	$ 124	$ 1,158	023.14	551	2009-028 F 2	
2S1170000302	16141 SW TAYLOR LN	$ 360,000	$ 290,070	$ 770,070	3	$ 387,630	$ 974	$ 112	$ 130	$ 1,217	023.14	551		0.80575
2S117A000500		$ -	$ -	$ 3,750	0.5	$ 890	$ 2	$ 0	$ 0	$ 3	023.14	550		
2S1170001600		$ 16,260	$ -	$ 16,260	1.7	$ 320	$ 1	$ 0	$ 0	$ 1	023.14	500	1990-006 F A	0
2S1170000301	16075 SW BEEF BEND RD	$ 544,440	$ 300,350	$ 844,790	9.7	$ 479,450	$ 1,205	$ 139	$ 161	$ 1,505	023.14	501		0.551668
2S117A000400	16255 SW 150TH AVE	$ 352,230	$ 323,400	$ 675,630	1.13	$ 311,290	$ 782	$ 90	$ 104	$ 977	023.14	501		0.91815
2S1170000300		$ -	$ 33,460	$ 83,640	6.69	$ 21,280	$ 53	$ 6	$ 7	$ 67	023.14	551		
2S117A000600	15265 SW BEEF BEND RD	$ -	$ 323,600	$ 827,680	22.32	$ 239,900	$ 603	$ 70	$ 81	$ 753	023.14	551		
2S1170000202	15525 SW BEEF BEND RD	$ 396,000	$ 508,340	$ 1,096,340	11	$ 496,470	$ 1,248	$ 144	$ 167	$ 1,558	023.14	551		1.283687
2S1170000201	15755 SW BEEF BEND RD	$ -	$ 422,640	$ 1,183,110	20.7	$ 272,390	$ 685	$ 79	$ 91	$ 855	023.14	551		
2S1170000207	16195 SW BEEF BEND RD	$ -	$ 323,020	$ 912,420	19.5	$ 230,180	$ 578	$ 67	$ 77	$ 722	023.14	551		
2S1070001700	15696 SW ROY ROGERS RD	$ 366,300	$ 1,008,000	$ 1,604,270	19.24	$ 843,270	$ 2,119	$ 245	$ 283	$ 2,647	023.14	551		2.751843
2S1070001800	15990 SW ROY ROGERS RD	$ 376,200	$ 639,990	$ 1,246,590	19	$ 599,320	$ 1,506	$ 174	$ 201	$ 1,881	023.14	551		1.701196
2S108CC00200	15989 SW TAYLOR LN	$ -	$ 151,170	$ 739,560	19.87	$ 126,900	$ 319	$ 37	$ 43	$ 398	023.14	641		
2S1060002100	17938 SW SCHOLLS FERRY RD	$ 478,840	$ 168,290	$ 831,110	29.66	$ 347,960	$ 874	$ 101	$ 117	$ 1,092	039.04	641		0.351454
2S1060001901	17740 SW SCHOLLS FERRY RD	$ -	$ 391,470	$ 923,140	10.04	$ 257,000	$ 646	$ 75	$ 86	$ 807	039.04	551		
2S1060001900	17514 SW SCHOLLS FERRY RD	$ -	$ 88,150	$ 751,100	29.89	$ 96,370	$ 242	$ 28	$ 32	$ 302	052.49	551		
2S1060002000	17756 SW SCHOLLS FERRY RD	$ 405,790	$ 187,510	$ 816,010	21.2	$ 438,230	$ 1,101	$ 127	$ 147	$ 1,375	039.04	641		0.462086
2S1060002501	13450 SW VANDERMOST RD	$ 350,000	$ -	$ 566,110	9.69	$ 162,920	$ 409	$ 47	$ 55	$ 511	039.04	551		0
2S1060002300	18250 SW SCHOLLS FERRY RD	$ -	$ 172,910	$ 671,750	6.39	$ 182,870	$ 460	$ 53	$ 61	$ 574	039.04	551		
2S1060002500	13478 SW VANDERMOST RD	$ 350,000	$ 292,000	$ 858,120	9.73	$ 373,660	$ 939	$ 108	$ 125	$ 1,173	039.04	551		0.834286
2S1060002201	18116 SW SCHOLLS FERRY RD	$ -	$ 315,450	$ 806,020	5.98	$ 210,490	$ 529	$ 61	$ 71	$ 661	039.04	551		
2S1060002400	13090 SW VANDERMOST RD	$ 490,550	$ 423,470	$ 914,020	3.94	$ 511,680	$ 1,286	$ 148	$ 172	$ 1,606	039.04	501		0.863256
2S1060002200	18124 SW SCHOLLS FERRY RD	$ 315,000	$ 90,250	$ 643,490	11.42	$ 234,640	$ 590	$ 68	$ 79	$ 736	039.04	641		0.286508
2S1070000301		$ -	$ -	$ 71,250	9.5	$ 7,820	$ 20	$ 2	$ 3	$ 25	023.16	550		
2S1070000300		$ 22,660	$ -	$ 22,660	2.5	$ 22,660	$ 57	$ 7	$ 8	$ 71	023.16	500		0
2S1070000500	14011 SW ROY ROGERS RD	$ 360,000	$ 374,190	$ 930,000	8.22	$ 391,610	$ 984	$ 114	$ 131	$ 1,229	023.16	551		1.039417
2S1070000400	14191 SW ROY ROGERS RD	$ 342,000	$ 390,380	$ 914,690	9.85	$ 391,510	$ 984	$ 114	$ 131	$ 1,229	023.16	551		1.141462
2S1070001000	14853 SW ROY ROGERS RD	$ 180,000	$ 620,320	$ 1,358,970	19.7	$ 639,930	$ 1,608	$ 186	$ 215	$ 2,009	023.16	551		3.446222
2S1070001100		$ -	$ -	$ 205,640	9.7	$ 8,660	$ 22	$ 3	$ 3	$ 27	023.16	550		
2S1070000600	17576 SW BULL MOUNTAIN RD	$ 396,000	$ 2,721,250	$ 3,517,100	80.97	$ 1,782,150	$ 4,479	$ 517	$ 598	$ 5,594	023.16	641		6.871843
2S1070000601	17470 SW BULL MOUNTAIN RD	$ -	$ 297,530	$ 769,130	10	$ 230,690	$ 580	$ 67	$ 77	$ 724	023.16	551		
2S1070000200	14293 SW ROY ROGERS RD	$ 342,000	$ 133,020	$ 475,020	1	$ 229,920	$ 578	$ 67	$ 77	$ 722	023.16	501		0.388947
2S1070000501	14089 SW ROY ROGERS RD	$ 388,430	$ 327,530	$ 715,960	1.63	$ 311,990	$ 784	$ 90	$ 105	$ 979	023.16	501		0.843215
2S1070000302	14337 SW ROY ROGERS RD	$ 466,660	$ 68,470	$ 535,130	3.12	$ 175,930	$ 442	$ 51	$ 59	$ 552	023.16	501		0.146724
2S1070000303	14385 SW ROY ROGERS RD	$ 415,560	$ 395,690	$ 811,250	2.06	$ 416,660	$ 1,047	$ 121	$ 140	$ 1,308	023.16	501		0.952185
							$ 30,872	$ 3,562	$ 4,123	$ 38,557	Total COT Property Tax Value			

Agenda Item 10 – CITY MANAGER RECRUITMENT PROCESS

Q: (Councilor Wolf) Community/Stakeholder Engagement - My experience is with superintendents, not city managers, but I misunderstood the opportunities for community engagement that would be made available on November 12th. Is that typical practice where only Public Comment is offered for feedback? I am concerned that the timeline proposed by Raftelis doesn't specifically offer opportunities for community or stakeholder input. Is that correct? (pg 7 - Activity One)

2. I tried to find another city manager example but didn't have great luck. The Class Specification doesn't address the following areas:
a. Strategic direction created by Council and CM.
b. Demonstrated knowledge and skills in capital bond measures and execution of a large capital bond.
c. Demonstrated leadership in organizational change
d. Skilled in creating a work environment where all staff are welcomed and given opportunities to thrive

I recognize these items can be addressed in questions, but do we not highlight skills beyond the standard job description? Based on the employee survey, many of these issues were highlighted as priorities.

A: (HR Director Gomez) These are good questions and I appreciate you asking for clarification. The draft timeline from Raftelis is the beginning of the process and the starting point to craft and develop the candidate profile combining job specifications, minimum requirements, and our feedback regarding the expectations of the role, desired traits, skills, attributes, - like you described above. It's also the start of many conversations we will have with Raftelis during the candidate profile development and active recruitment process. After the profile is confirmed, Raftelis will begin the active recruitment. The profile will be used to sort through and select the top candidates who appear to align with the profile. We are also expecting to conduct a meet and greet of the top candidates with other stakeholders and City staff. Finally, the interview and interview questions will be more specific to help us identify the best candidate while ensuring an equitable process.