City of Tualatin

TUALATIN CITY COUNCIL MEETING

MONDAY, SEPTEMBER 23, 2019

JUANITA POHL CENTER 8513 SW TUALATIN ROAD TUALATIN, OR 97062

Mayor Frank Bubenik
Council President Nancy Grimes
Councilor Paul Morrison Councilor Robert Kellogg
Councilor Bridget Brooks Councilor Maria Reyes
Councilor Valerie Pratt

5:00 PM EXECUTIVE SESSION

The City Council of the City of Tualatin will hold an Executive Session at 5:00 p.m. pursuant to ORS 192.660(2)(e) to discuss real property transactions.

5:30 PM WORK SESSION

- 5:30 p.m. (20 min) Allocation of Funds to Outside Agencies. Attached are the funding requests from outside agencies for the current fiscal year; \$40,000 is included in the current budget for allocation. Staff is requesting direction from the Council on the allocation of budgeted funds.
- 2. 5:50 p.m. (60 min) Tualatin 2040 Update. The Tualatin 2040 project is made of several component parts including: A Housing Needs Analysis An Economic Opportunities Analysis Policy Identification Policy Prioritization. The project is nearing completion on the policy identification component which leads to prioritization, a step intended to take the policies identified, including those specific to housing needs and economic opportunities, and establish a future work program for updates to the Comprehensive Plan and the Development Code regulations. Staff will provide an update on the project.
- 3. 6:50 p.m. (10 min) Council Meeting Agenda Review, Communications & Roundtable. Council will review the agenda for the September 23rd City Council meeting and brief the Council on issues of mutual interest.

7:00 P.M. CITY COUNCIL MEETING

Call to Order

Pledge of Allegiance

Public Comment

This section of the agenda allows anyone to address the Council regarding any issue not on the agenda, or to request to have an item removed from the consent agenda. The duration for each

individual speaking is limited to 3 minutes. Matters requiring further investigation or detailed answers will be referred to City staff for follow-up and report at a future meeting.

Consent Agenda

The Consent Agenda will be enacted with one vote. The Mayor will ask Councilors if there is anyone who wishes to remove any item from the Consent Agenda for discussion and consideration. If you wish to request an item to be removed from the consent agenda you should do so during the Citizen Comment section of the agenda.

- 1. Consideration of Approval of the Work Session and Regular Meeting of September 9, 2019
- Consideration of Approval of a New Liquor License Application for Taqueria El Mariachi Loco
- 3. Consideration of Resolution No. 5470-19 Purchasing a 2019 Camel Jet-Vac Truck
- 4. Consideration of <u>Resolution No. 5471-19</u> Amending the City of Tualatin Fee Schedule and Rescinding Resolution No. 5445-19

General Business

If you wish to speak on a general business item please fill out a Speaker Request Form and you will be called forward during the appropriate item. The duration for each individual speaking is limited to 3 minutes. Matters requiring further investigation or detailed answers will be referred to City staff for follow-up and report at a future meeting.

- Consideration of Recommendations from the Council Committee on Advisory Appointments
- 2. Event Facility Planning and Feasibility Study

Council Communications

Items Removed from Consent Agenda

Items removed from the Consent Agenda will be discussed individually at this time. The Mayor may impose a time limit on speakers addressing these issues.

Adjournment

Meeting materials, including agendas, packets, public hearing and public comment guidelines, and Mayor and Councilor bios are available at www.tualatinoregon.gov/council.

Tualatin City Council meets are broadcast live, and recorded, by Tualatin Valley Community Television (TVCTV) Government Access Programming. For more information, contact TVCTV at 503.629.8534 or visit www.tvctv.org/tualatin.

In compliance with the Americans with Disabilities Act, this meeting location is accessible to persons with disabilities. To request accommodations, please contact the City Manager's Office at 503.691.3011 36 hours in advance of the meeting.



CITY OF TUALATIN Staff Report

TO: Honorable Mayor and Members of the City Council

THROUGH: Sherilyn Lombos, City Manager

FROM: Nicole Morris, Deputy City Recorder

DATE: September 23, 2019

SUBJECT:

Allocation of Funds to Outside Agencies for FY 2019-20

RECOMMENDATION:

It is recommended Council provide direction on the allocation of funds.

EXECUTIVE SUMMARY:

The City of Tualatin opened the grant process on July 12, 2019. A letter of invitation was emailed to all organizations that received funding in FY 18/19 or that expressed an interest in participating this year; in addition, information on submitting applications was available on the City's website. The deadline for receiving applications was Friday, August 23, 2019. The FY 19/20 budget set aside \$40,000 for outside agency grants.

Staff will return with a formal resolution at the October 14 Council meeting implementing the Council's direction on the allocation of funds.

ATTACHMENTS:

- -Requests for Funding
- -Past Years Request/Disbursements
- -Applications

Ou	tside Ager	cies Funding Requests FY	2019-2020
Organization	Request	Target Population	Summary / Specific Request
Columbia Land Trust	\$13,950	Anyone who is interested in stewarding land by gardening sustainably and gardening for wildlife.	Requesting funds to cover costs associated with providing programming to residents.
Community Action Organization	\$7,500	Provide comprehensive set of programs/services aimed at assisting low-income Tualatin residents. Provide emergency rent assistance to residents that have received a 72-hour eviction notice.	Supplement Emergency Rent Assistance for Tualatin households in crisis eliminating conditions of poverty and creates opportunities to thrive.
Community Warehouse	\$5,000	Low-income or under the federal poverty level citizens throughout the region who are recovering from a hardship such as homelessness, fire or natural disaster, substance abuse, or domestic violence.	Requesting core mission support to continue providing furniture and household goods to neighbors in need of a stable home environment.
Domestic Violence Resource Center	\$5,000	Adults, teen, and children (male and female) who are in imminent danger of family or interpersonal violence or dealing with the consequences of having had family violence in their lives.	Funds will be used to improve safety and security at our confidentially located shelter, Monika's House.
Family Justice Center of Washington County	\$8,500	Victims of domestic violence.	Funding will be used in the Children's Center towards small furniture and additional supplies.
Family Promise of Tualatin Valley	\$5,000	Homeless families with school age children.	Funding will be used for year of operations including salaries, utilities, and management costs of the Day Center.

Good Neighbor Center	\$7,500	Homeless families from Tualatin and throughout Washington County	Request is for the Children's Program. The Good Neighbor Center is the only family homeless shelter on the east side of Washington County.
Meals on Wheels	\$1,000	Anyone age 60 or older who lives in Tualatin.	Funds will support the senior nutrition program at the Juanita Pohl Center
Neighbors Nourishing Communities	\$2,500	Tualatin residents that are willing to donate 20% of their resulting produce for low-income families and low-income families that need garden space to grow their own food.	Request is for educational supplies, tools, seeds, growing medium, raised bed maintenance, garden space rentals, and construction of a greenhouse.
Rebuilding Together Washington County Inc.	\$2,000	Homeowners who are underserved and meet the Portland Metropolitan Statistical Area Low and Moderate Income standards.	To fund the Critical Repair Program that provides urgent repairs and accessibility modifications free of charge to qualified homeowners.
Sexual Assault Resource Center	\$3,500	Survivors of sexual assault regardless of whether reported & or how long since post assault. Objective is to stabilize and regain control of their lives.	Support general operating expenses and ensure oversight of 24/7 crisis support services.
Tigard-Tualatin Family Resource Center	\$4,000	Tigard-Tualatin School District families as well as parents with children 0-5 that will eventually enter into the school district. The target within this group is low-income families.	Support for Tualatin families in need of scholarships for extracurricular activities, copays for mental health care, holiday help, hygiene items, diapers, food vouchers, bus tickets, and other office supplies.

TOTAL REQUESTED	\$74,450		
Tualatin School House Pantry	\$5,000	Low-income and homeless families, primarily Tualatin residents. Provide food to anyone from service area that asks for assistance.	Support to partially fund the purchase of non- food essentials which are not available from the Oregon Food Bank network.
Tualatin Compassion Clinic	\$4,000	Uninsured low income citizens including, but not limited to, senior citizens, uninsured working poor, the unemployed, immigrants, homeless and others who do not have the means to access medical and dental services.	To purchase supplies and equipment for the clinic.

OUTSIDE AGENCIES R	EQUESTS	& DISBU	RSEMENT	ΓS 2016/17	' TO 2019)/20		
	201	6/17	201	7/18	201	8/19	201	9/20
City Donation Amount	\$30	,000	\$30	,000	\$30	,000	\$40	,000
Total Requested (from agencies)	\$41	,000	\$104	4,700	\$50	,000	\$74	,450
	REQUEST	RECEIVED	REQUEST	RECEIVED	REQUEST	RECEIVED	REQUEST	RECEIVED
Caring Closet			\$5,000	\$2,500				
Columbia Land Trust							\$13,950	
Community Action Organization	\$5,000	\$5,000	\$6,500	\$5,000	\$6,500	\$5,000	\$7,500	
Community Warehouse	\$5,000	\$2,500	\$5,000	\$2,500	\$5,000	\$2,500	\$5,000	
Domestic Violence Resource Center	\$1,500	\$1,000					\$5,000	
Family Justice Center of Washington County			\$10,000	\$3,500	\$7,500	\$3,500	\$8,500	
Family Promise of Tualatin Valley			\$1,500	\$0	\$5,000	\$2,000	\$5,000	
Good Neighbor Center	\$5,000	\$4,500	\$5,000	\$4,500	\$5,000	\$4,500	\$7,500	
Just Compassion of East Washington County	\$3,000	\$0	\$5,000	\$0				
Love Inc.			\$5,200	\$0				
Micro Enterprise Services of Oregon	\$5,000	\$0	\$25,000	\$0				
Meals on Wheels People			\$2,000	\$0	\$1,000		\$1,000	
Neighborhood House Inc.			\$22,500	\$0				
Neighbors Nourishing Communities	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	
Rebuilding Together Washington County, Inc.	\$3,000	\$0			\$1,500		\$2,000	
Sexual Assault Resource Center	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000	\$1,000	\$3,500	
Society of St. Vincent de Paul- Resurrection Conference					\$2,000			
Tualatin Compassion Clinic	\$3,000	\$1,500	\$1,500	\$1,500			\$4,000	
Tualatin High School MEChA					\$2,000	\$2,000		
Tigard-Tualatin Family Resource Center	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	
Tualatin School House Food Pantry	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$5,000	

Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #61

Submission information -

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Fri, 08/23/2019 - 4:16pm

75.164.172.167

Agency Contact Information-

Agency Name

Columbia Land Trust

Address

511 SE Morrison St

City

Portland

State

Oregon

Zip Code

97214

Contact Name

Susie Peterson

Contact Telephone Number

503-841-5918

Contact Email Address

speterson@columbialandtrust.org

Agency Request Information -

Request

Columbia Land Trust (fiscal agent) and Portland Audubon, as co-managers of the Backyard Habitat Certification Program (BHCP), are requesting funds in the amount of \$13,948 to cover costs associated with providing the program to residents in the City of Tualatin. BHCP is a program that works with individuals and groups interested in gardening sustainably and gardening for wildlife. Regionally, BHCP will serve over 900 program participants in FY19-20.

Compare the requested amount with the anticipated economic value of BHCP restoration by program participants within the City of Tualatin. BHCP participants are, in effect, volunteers dedicating their time to restoring their properties using regional restoration guidelines. Restoration actions by participants include removing nuisance weeds, restoring their properties by planting native plants, supporting life cycles of wildlife, processing stormwater onsite, and using non-toxic gardening methods. This value is not reflected in our Tualatin budget but is a

significant contribution to the City of Tualatin's natural resources. *Note: The hourly rate of \$24.69 used below is the estimated value of volunteer time in 2018 (https://www.independentsector.org/resource/the-value-of-volunteer-time/).*

Removal of invasive plants (labor): approx. 20 hrs/year x 30 participants = 600 hrs/year @ \$24.69/hr = approx. value of \$14,814

Planting of native plants (labor): approx. 25 hrs/year x 30 participants = 750 hrs/year @\$24.69/hr = approx. value of \$18,518 1,500 trees & shrubs planted @ approx. \$10 each = \$15,000 of native plants purchased

Estimated projects to recommended landscapers: \$2,000

TOTAL VALUE TO CITY OF TUALATIN: \$50,332

https://backyardhabitats.org

https://www.columbialandtrust.org

https://audubonportland.org/

https://www.facebook.com/BackyardHabitatCertification/https://www.facebook.com/groups/backyardhabitat/

What is the Request for?

This request is to cover costs associated with managing the Backyard Habitat Certification Program in Tualatin. Costs to manage the program within the city were calculated as 3.5% of our regional costs based on the number of participants we anticipate serving in FY19-20. We anticipate 30+ Tualatin participants enrolling and receiving our program services.

Proportionate costs include BHCP staff time to manage and oversee the workings of the program, process new enrollments and payments, assign habitat technicians to new participants, research property information for each enrolled site, collect site data, provide 1+ hour site assessment to each participant, write detailed site report (listing existing conditions and recommendations of actions to take to reach certification) for each site, organize and host annual volunteer training series.

Other expenses include resource packets (includes information on upcoming workshops, plant coupons, native plant and nuisance weed posters, and other information pertinent to supporting their natural gardening initiatives), follow up communications and quarterly enewsletters, certification visits, "in progress" and "certification" signs, coupons for local native plant nurseries, outreach planning and tracking, attendance at community events to recruit new enrollees, maintenance and expansion of existing website and database.

Describe the Agency's Mission

The mission of Columbia Land Trust is to conserve and care for the vital lands, waters, and wildlife of the Columbia River region through sound science and strong relationships. The Land Trust stewards over 44,000 acres along the Columbia River, from Astoria to the Dalles. BHCP is valued by the Land Trust as a core component of the organization's work within the Willamette Valley basin. The actions that people take in urban areas directly impacts water and air quality, water temperature, and wildlife habitat. Together participants steward urban lands to provide wildlife corridors and care for our natural resources.

The mission of Portland Audubon is to inspire people from all walks of life to enjoy, understand, and protect native birds and wildlife and the natural environment upon which we all depend. BHCP is seen by Portland Audubon as crucial to reaching people about conservation values and initiatives, and incentivizes them to take action and responsibility.

Together these two local non-profits manage the Backyard Habitat Certification Program. The mission of BHCP is to provide technical assistance, incentives, resources, and recognition to

land stewards to restore native wildlife habitat, control nuisance weeds, reduce pesticides, and manage stormwater at home. The program is designed to increase effective management of privately-held lands by partnering with communities and by leveraging the time, labor and skills of nearly 100 volunteers and 5,500 program participants. Together we accomplish crucial ecological outcomes, while fostering lasting behavior change and an ethic of stewardship.

As development and the population in the metropolitan area grows at an unprecedented rate — from 2.1 million people today to 3.2 million people in 2030 — it is a priority to enlist the help of city residents in efforts to combat environmental burdens. The BHCP directly responds to this call to action by engaging urban and sub-urban residents as partners in conservation. The objectives of the program are to increase the public's awareness of the benefit of conservation in the metropolitan area and to incentivize continual, measureable on-the-ground habitat enhancements in five key areas; 1) remove invasive species, 2) enhance native vegetation in their yards, 3) reduce pesticides, 4) steward wildlife and 5) improve stormwater management. Through these activities, participants gain an understanding that their backyards play a role in supporting broader conservation efforts and are part of a landscape-wide eco-system of solutions.

The BHCP fosters community stewardship of urban neighborhoods by giving participants the tools and incentives to become urban conservationists and work to create and preserve critical wildlife habitat on their property. In this way, the program increases the permeability of the developed landscape, the top strategic action from the developed lands section of the Regional Conservation Strategy (RCS). From the RCS: "Developed areas have a vital role to play in preserving regional biodiversity and protecting environmental health. When effectively managed, developed areas increase urban landscape's overall permeability for wildlife, enhance the function of natural areas and biodiversity corridors, and engage the public in wildlife stewardship."

To date, the BHCP partners with more than 5,500 residents, whose yards span more than 1,400 urban and sub-urban acres, and has experienced significant growth in the 4-county region (Multnomah, Clackamas, Washington and Clark counties) over the past few years. Columbia Land Trust and Portland Audubon have mindfully planned program growth and implementation, and had the capacity to do so by leveraging collective strengths like membership bases, internal outreach mechanisms, and staff expertise. Throughout the program's history, both organizations have prioritized engaging all residents, regardless of socioeconomic standing, in the program.

What Group of Citizens in Tualatin Does Your Organization Target?

The Backyard Habitat Certification Program works with anyone who is interested in stewarding land by gardening sustainably and gardening for wildlife. Many of our program participants are homeowners who are interested in providing habitat for birds and pollinators, managing stormwater on site, and controlling nuisance weeds. Some live along rivers, streams, or other waterways. Renters may enroll in the program if they have permission from their landlord. Over 250 schools, religious institutions, community sites, businesses and apartment complexes have enrolled in Backyard Habitat and received the benefits of the program.

For single family residences we serve anyone with a site under 1 acre. When BHCP was created in 2011 it was done so by working with local SWCDs, who saw urban areas as needing a program to serve small lots since SWCDs are better set up to serve larger lots. The exception to our 1 acre rule is that we do allow community sites (schools, religious institutions, apartment complexes, community gardens and other community sites) over 1 acre to enroll since they are generally properties that the general public can more easily access, and can therefore act as demonstration gardens.

The BHCP is particularly relevant and impactful for marginalized communities, which are pushed

to undervalued neighborhoods with little or no green space. Because of this, the BHCP has increased its focus on diversity, equity and inclusion (DEI). Since 2014, we have only conducted outreach in partnership with culturally-specific groups or those that steward a significant natural resource. Our program flier is translated to include the 6 most-commonly spoken languages in the region and deliver our 45 min program presentation in Spanish. Several Backyard Habitat Program staff and contractors are bi-cultural and speak Spanish or Mandarin fluently, while 4 additional staff members speak Spanish conversationally as a second language. We have a contract with IRCO to provide translation services for 53 additional International Language Bank languages as needed in phone conversation or yard assessments. The program partners with culturally-specific organizations such as the Asian Pacific American Network of Oregon (APANO), Verde, and Habitat for Humanity on special initiatives that aim to reduce barriers and serve these communities by implementing projects they view as priorities. We track demographic data of participants as one measure for equity impact. We analyze the data annually to help understand who we're reaching and who we're not, though this statistic alone does a poor job of capturing the personal and organizational work required to be equitable longterm.

What Types of Services will be Provided in the Funding Request Year? SERVICES PROVIDED TO EACH PROGRAM PARTICIPANT:

- 1) In-person site visit by trained Habitat Technician:
- Identification of nuisance weeds and eradication support
- Identification of native plants and recommendations for future plantings
- Collect baseline info on nuisance weeds, native plants, stormwater actions, wildlife stewardship and pesticides use
- Resource packet
- Praise for any actions taken, encouragement to do more!
- "In Progress" or "Certified" sign
- 2) Resource packet:
- Coupons to native plant nurseries (Echo Valley, Bosky Dell, Cornell Farms)
- Metro Native Plant Guide to help with native plant ID
- Poster of native plants
- Poster of nuisance weeds
- Information on local classes and workshops on raingardens, pollinators, and more
- Coupon for recommended reading (Bringing Nature Home by Douglas Tallamy)
- Landscape Directory listing local landscapers trained by BHCP staff
- Fliers for local SWCD
- Flier for Grow Smart Grow Safe and Metro's No Pesticide Pledge
- Fliers for Birds and Windows, Catio Tour, and Cats Safe at Home
- 3) Personalized site report emailed to participant after site visit:
- Thorough details of existing site conditions and restoration actions taken
- List of recommended Willamette Valley native plants
- Handout for each nuisance weed present and eradication advice
- Suggestions for managing stormwater onsite
- Suggestions on how to recognize harmful herbicides/pesticides, reduce usage, and find alternative pest management steps
- Suggestions for wildlife stewardship
- Link to Site Report Resource Library, with dozens of handouts and articles covering the certification criteria and other resources for private property restoration
- 4) Certification Benefit Packets from Columbia Land Trust and Portland Audubon
- 5) Nursery Flyer with discounts to local nurseries that sell native plants
- 6) Quarterly enewsletter full of information and additional resources for gardening sustainably

SERVICES PROVIDED TO CITY OF TUALATIN:

- 1) Provide technical support to Tualatin residents to plant native plants, remove invasive species, reduce pesticides used, manage stormwater and steward wildlife
- 2) Leverage the City's existing natural resource goals and efforts
- 3) Provide discounts and incentives to Tualatin residents; native plant nursery coupons, free memberships to Columbia Land Trust and Portland Audubon, etc.
- 4) Make data available for City use; MS4 permits, stormwater data, pesticides data
- 5) Publicize the City's support on our website, social media, annual reports, etc.
- 6) Support the green economy of Tualatin by publicizing nurseries and landscapers
- 7) Provide text, images, logos for social media, newsletters, and other program outreach

How Many Tualatin Residents will be Served?

Number of residents served depends on number of residents that enroll in the program. In FY18-19 BHCP expanded into the Clackamas County portion of Tualatin. In FY19-20 BHCP further expanded into the Washington County portion of Tualatin. Based on the number of current enrollees and successes that we've had in nearby cities, we anticipate approximately 30 enrollments (residents served) in Tualatin.

If BHCP is successful in getting this grant we will have the funds needed to do the amount of outreach needed in order to reach at least 30 residents. We will provide program services to as many residents as enroll in the program. We turn noone away.

What Percentage of Your Program is Dedicated to Service in Tualatin?

The Backyard Habitat Certification Program works throughout Clackamas, Multnomah, Washington and Clark counties. BHCP has been working in Tualatin for 16 months. Based on historical and current rates of enrollment, as well as what we've seen in surrounding cities, we anticipate dedicating 3.5% of our time and resources in Tualatin in FY19-20.

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

Funding for BHCP is provided through contracts and grants with a range of agency partners including Clackamas Soil and Water Conservation District (CSWCD), Tualatin Soil & Water Conservation District (TSWCD), East Multnomah Soil and Water Conservation District (EMSWCD), West Multnomah Soil and Water Conservation District (WMSWCD), Clark County Public Health, Clark County Public Works, Metro, PGE, Land Trust Alliance, Clackamas County Water Environment Services, Oak Lodge Water Services, and the cities of Lake Oswego, Milwaukie, Wilsonville, West Linn, Tigard, Beaverton, Washougal, Camas, Ridgefield, Portland, and Gresham.

·Agency Organizational / Financial Information-

Please Submit Your Budget Information 19-20 bhcp budget for tualatin.pdf [2]

Please Submit Your Board Information board profiles july 2019.pdf [3]

Please Submit a Copy of Your 501(c)3 cert. clt 501c3 letter.pdf [4]

Other Attachments

bhcp-accomplishments fy18-19.pdf [5]

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46429

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/19-20_bhcp_budget_for_tualatin.pdf
- [3] https://www.tualatinoregon.gov/system/files/webform/board_profiles_july_2019.pdf
- [4] https://www.tualatinoregon.gov/system/files/webform/clt_501c3_letter.pdf
- [5] https://www.tualatinoregon.gov/system/files/webform/bhcp-accomplishments_fy18-19.pdf

2019-20 BUDGET FOR CITY OF TUALATIN

Tualatin Specific Expenses FY19-20

<u>Personnel Costs</u>	Total Cost	· Notes
Program Management (Program Co-Managers)	\$5,2	\$5,258.00 calculated as 3.5% of overall cost
Program Support (Program Coordinator + Contract Coordinator)	\$2,7	\$2,763.65 calculated as 3.5% of overall cost
Personnel Total	\$8,0	\$8,021.65
Professional Services and Technology		
Outreach & Technician Training	8\$	\$800.00 40 hrs at \$20/hr
Website & Database Updates and Maintenance	\$1	\$140.00 calculated as 3.5% of overall cost
Diversity Equity and Inclusion Initiatives	\$1	\$175.00 calculated as 3.5% of overall cost
Hardware, Software and Hosting	\$	\$98.70 calculated as 3.5% of overall cost
Professional Services and Technology Total	\$1,2	\$1,213.70
<u>Materials/Travel</u>	And the second	
Travel	₩	\$87.50 calculated as 3.5% of overall cost
Other Materials; office supplies, volunteer appreciation, etc	\$	\$52.50 calculated as 3.5% of overall cost
Printing	\$	\$52.50 calculated as 3.5% of overall cost
Total Materials/Tavel	\$1	\$192.50
Site Assessment Cost		
Site Assessment Cost	\$2,0	\$2,010.00 30 site visits at \$67 each
Site Materials - signs, packet, stickers, etc	9\$	\$690.00 30 site visits at \$23 each
Total for Site Assessments	\$2,7	\$2,700.00
SUB-TOTAL TUALATIN COSTS:	\$12,1	\$12,127.85
15% Admin Overhead	\$1,8	\$1,819.18
GRAND TOTAL	\$13,947.03	47.03

COLUMBIA LAND TRUST

Board of Directors Profiles

July 2019

Lisa Amato

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COLUMBIA LAND TRUST

Board of Directors Profiles

July 2019

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Stephen Shields - Treasurer Profession: Strategy and Organizational Consultant

Stephen Shields – Treasurer 6430 NW Burgundy Drive Corvallis, OR 97330 (541) 760–1155

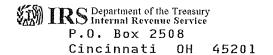
steve.constructive@comcast.net Residence: Corvallis, Oregon

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InCollaboration

15700 NW 23rd Court Vancouver, WA 98685 (360) 909-3382

timk.spofford@gmail.com Residence: Vancouver, Washington



In reply refer to: 0248219411 July 12, 2012 LTR 4168C E0 94-3140861 000000 00

00025832

BODC: TE

COLUMBIA LAND TRUST % CHERY KEARNEY 1351 OFFICERS ROW VANCOUVER WA 98661-3856



044659

Employer Identification Number: 94-3140861
Person to Contact: Laura Botkin
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your July 02, 2012, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in March 1998.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

0248219411 July 12, 2012 LTR 4168C E0 94-3140861 000000 00 00025833

COLUMBIA LAND TRUST % CHERY KEARNEY 1351 OFFICERS ROW VANCOUVER WA 98661-3856

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

S. A. Martin, Operations Manager Accounts Management Operations

Dayphtin

Program Accomplishments

Fiscal Year 18-19 (July 1, 2018 – June 30, 2019)



Backyard Habitat Certification **Program**

- Clackamas 5
 - Damascus 5
 - Gladstone 4
 - o Gresham 39
 - Happy Valley 15 0
 - Lake Oswego 47

 - Milwaukie 46

- Oregon City-19
- Portland 568
- Tigard 1
- Vancouver 14
- o Washougal 2
- o West Linn 25
- Wilsonville 8
- 175 acres of newly enrolled properties
 - Clackamas 1
 - Damascus 2
 - Gladstone 1
 - Gresham 9
 - Happy Valley 5
 - Lake Oswego 15

- Milwaukie 18
- Oregon City 12 0
- o Portland 99
- o Vancouver 3
- West Linn 8
- Wilsonville 1
- 267 properties were newly certified or upgraded, 117* properties renewed their certification
- **60 acres were newly certified or upgraded**, 23* acres renewed their certifications

798 new properties joined the program and received their initial assessment:

- 11,032 native trees and shrubs installed on newly certified properties
- 2008 volunteer hours dedicated to the Backyard Habitat Program by amazing volunteers*
- 17,500+ native plants sold to participants through our discounted native plant sales

GRAND TOTALS (through June 30, 2019)

- **5,629 total properties enrolled** and received their initial assessment.
 - Beavercreek 1
 - Clackamas 5
 - Damascus 7 0
 - Fairview 10
 - Gladstone 6
 - Gresham 233
 - Happy Valley 22 0
 - Jennings Lodge 1
 - Lake Oswego 474

- Milwaukie/Oak Grove 162
- Oregon City 38
- Portland 4551
- Tigard 1
- Tualatin 2
- Vancouver 14
- Washougal 2
- West Linn 86
- Wilsonville 14

^{*} Denotes a record number within a 12 months period.

- 1,375 ACRES of enrolled properties in the program
 - o Clackamas 1
 - o Damascus 4
 - o Fairview 2
 - o Gladstone 1
 - o Gresham 111
 - o Happy Valley 7
 - o Lake Oswego 137
 - o Milwaukie 53
 - 2,059 properties have been certified (includes upgrades), 587 properties renewed certification
- 455 total ACRES of certified properties
- 11,500+ volunteer hours dedicated to the BHCP by amazing volunteers
- 81,150+ total native trees and shrubs planted on certified properties
- 3,848 page likes on Facebook and 4,034 page followers.

- o Oak Grove 4
- o Oregon City 18
- o Portland 993
- o Tualatin 1
- o Vancouver 3
- o West Linn 35
- o Wilsonville 3

Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #60

Submission information-

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Fri, 08/23/2019 - 4:01pm

50.202.212.158

Agency Contact Information-

Agency Name

Community Action Agency

Address

1001 SW Baseline Street

City

Hillsboro

State

Oregon

Zip Code

97123

Contact Name

Susan Salisbury

Contact Telephone Number

503-616-1845

Contact Email Address

ssalisbury@caowash.org

Agency Request Information -

Request

Community Action respectfully requests \$7,500 from the City of Tualatin to provide emergency rent assistance to low-income residents of Tualatin who are at risk of homelessness.

What is the Request for?

Community Action provides multiple services to residents of Tualatin, including emergency rent assistance to prevent eviction. Community Action is requesting these funds to continue to provide eviction prevention assistance to Tualatin families in FY 19-20. During the 18-19 program year, Community Action provided \$5,879.28 of emergency rent assistance funds to keep 5 Tualatin households in their homes. The average rent provided to households in Tualatin was \$1,176.

City funds will be used to provide emergency assistance to low income Tualatin households who

are in crisis. For low-income families, one unexpected financial emergency such as a job loss, reduction in work hours or an unanticipated medical bill can result in the inability to pay rent and receipt of a 72-hour eviction notice. Clients are assessed for a one-time emergency assistance payment of a full month's rent. Community Action negotiates with landlords on the client's behalf for reduction/forgiveness of fees or back rent which may have accrued and requires a signed statement verifying that the household will not be evicted. Clients are also be screened for and referred to other services which can help them maintain their housing – including longer term rental assistance, energy assistance and tenant education classes.

Of the nearly 5,000 Tualatin households renting their homes, 55% of those households pay more than 30% of their income for their housing costs and 26% spend half of their monthly income for rent. While median earnings for Tualatin residents have increased by 19% since 2010, median gross rent has increased by 31%. Paying a disproportionate amount of income for housing places already cost-burdened families at risk of homelessness. Eviction prevention assistance acts as a safety net to ensure that families in crisis can remain stable.

Describe the Agency's Mission

Community Action leads the way to eliminate conditions of poverty and creates opportunities for individuals and communities to thrive. To this end, Community Action provides an array of services for families in Tualatin and throughout Washington County.

What Group of Citizens in Tualatin Does Your Organization Target?

The Emergency Rent Assistance Program serves low-income Tualatin residents that have received a 72-hour eviction notice due to inability to pay rent.

What Types of Services will be Provided in the Funding Request Year?

Community Action will continue to provide a comprehensive set of programs and services aimed at assisting low-income Tualatin residents to increase or maintain self-sufficiency.

How Many Tualatin Residents will be Served?

6 households, approximately 21 individuals, will be served with requested Tualatin municipal grant funding.

What Percentage of Your Program is Dedicated to Service in Tualatin?

In FY 18-19, Community Action provided emergency rent assistance to 296 households Countywide. Tualatin residents represented approximately 1.6% of households served by the program.

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

Community Action receives funds from state, county and local government sources, including State of Oregon, Washington County and cities of Tigard, Beaverton and Hillsboro.

Agency Organizational / Financial Information -

Please Submit Your Budget Information

tualatin 19-20 budget.xlsx [2]

Please Submit Your Board Information

2019-2020_bd_member_list.docx [3]

Please Submit a Copy of Your 501(c)3 cert.

certificate of existence 2019.pdf [4]

Other Attachments

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46428

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/tualatin_19-20_budget.xlsx
- [3] https://www.tualatinoregon.gov/system/files/webform/2019-2020_bd_member_list.docx
- [4] https://www.tualatinoregon.gov/system/files/webform/certificate_of_existence_2019.pdf

Community Action

Emergency Rental Assistance 19-20 Adopted Budget

		0	3.85		4					
					City of	City of Beaverton	City of	Private		Compty
	Total Cost	City of Tualatin	of Tualatin State of Oregon	EFSP	Hillsboro	CDBG	Tigard	donations	donations United Way	General
Staffing, 1FTE (including										
Taxes & Benefits)	\$80,336		\$80,336	***************************************	***************************************			 		
Client Expenses	\$309,534	\$6,000		\$112,352	\$45,000	\$28,000	\$3,600	\$36,900	\$50,682	\$27,000
Administration	\$22,872	005\$	\$7,580	\$2,292	\$5,000	0\$	\$400	\$4,100	0\$	\$3,000
Total Cost	\$412,742	\$6,500	\$87,916	\$114,644	\$50,000	\$28,000	\$4,000	"	\$50,682	\$30,000
							•			Ī

Emergency Rental Assistance 18-19 Actual Expenditures

			Line geney inclinatives statice 10-12 factual Experimites	vental mosts	railee 10-17	Actual LAp				
							City of			
					City of	City of	Forest	City of	Private	
	Total Cost	City of Tualatin	of Tualatin State of Oregon	EFSP	Hillsboro	Beaverton	Grove	Tigard	donations	United Wav
Staffing, 1FTE	\$75,805		\$75,805							
Client Expenses - Rent	\$234,806	\$4,500		\$103,781	\$6,600	\$26,500	\$4,275	\$2,250	\$36,900	\$50,000
Administration	\$15,423	\$200	\$7,580	\$2,118	\$400		\$475	\$250	\$4,100	
Total Cost	\$326,034	\$5,000	\$83,385	\$105,899	\$7,000	\$26,500	\$4,750	\$2,500	\$41,000	\$50,000



2019-2020 BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

Chair: Nancy M. Ford, Executive Director, E.I./Early Childhood Special

Education, NW Regional Education Service District

Vice-Chair: Bill Miner, Attorney, Partner-in Charge, Davis Wright Tremaine, LLP

Treasurer: Scott Gardner, Sr. Principal Accountant, Portland General Electric

Secretary: Tania Uluan, Community Representative

At Large: Ann E. Barr-Gillespie, Vice Provost & Executive Dean,

Pacific University

Steve Callaway, Mayor, City of Hillsboro

BOARD MEMBERS

Courtney Thomas, Head Start Policy Council Representative
Denny Doyle, Mayor, City of Beaverton
Jason Yamamoto, Swagelok
Leda Garside, Clinical Services Manager for iSalud!
Pam Treece, Commissioner, Washington County
Peter B. Truax, Mayor, City of Forest Grove
Rolanda Garcia, District 16 Manager, Department of Human Services
Ronald Sarazin, President, Olympic Performance
Samira Godil, Community Representative
Sheri Schouten, State Representative

State of Oregon

OFFICE OF THE SECRETARY OF STATE Corporation Division

Certificate of Existence 200K670J8

I, DENNIS RICHARDSON, SECRETARY OF STATE, and Custodian of the Seal of said State, do hereby certify:

COMMUNITY ACTION ORGANIZATION

is

a Nonprofit Corporation

under the laws of The State of Oregon

and is active on the records of the Corporation Division as of the date of this certificate,



In Testimony Whereof, I have hereunto set my hand and affixed hereto the Seal of the State of Oregon.

DENNIS RICHARDSON, SECRETARY OF STATE
2/7/2019

Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #52

Submission information-

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Sun, 08/18/2019 - 4:22pm

75.164.255.237

Agency Contact Information-

Agency Name

Oregon Community Warehouse

Address

8380 SW Nyberg St

City

Tualatin

State

Oregon

Zip Code

97062

Contact Name

Lauren Hamblin

Contact Telephone Number

(216) 269-4248

Contact Email Address

lauren@communitywarehouse.org

Agency Request Information -

Request

Community Warehouse is requesting \$5,000 from the municipal grant fund.

What is the Request for?

Funds from the City of Tualatin will support mission-critical costs, including truck fuel and maintenance, program staff, occupancy, and utilities. It costs Community Warehouse approximately \$208 to serve each individual; that's \$623 per family. (Consider the alternative: the average cost to furnish a one-bedroom apartment is \$5,000.) Referring agencies pay \$80 to bring a family to Community Warehouse. Ultimately, Community Warehouse must fundraise the balance (\$543 per family), which amounts to \$1,394,000 in operational costs annually.

Describe the Agency's Mission

The mission of Community Warehouse is to provide essential household furnishings to neighbors in need, creating stronger home foundations and brighter futures.

Furniture is our currency, but what Community Warehouse really provides is happiness, housing security, and well-being for neighbors in need. Community Warehouse partners with more than 200 referring agencies, schools, and churches (including the Tualatin school district) to broaden access for neighbors in need. We provide stability, dignity, and hope for neighbors in need as they work toward their long-term goals. As the only furniture bank in the region, Community Warehouse fills a gap in the existing social service sector. We create a direct, efficient, and sustainable community link between donors and recipients.

What Group of Citizens in Tualatin Does Your Organization Target?

All families and individuals who receive services from Community Warehouse are low-income or under the federal poverty level. Community Warehouse helps local residents recovering from a wide range of crises such as homelessness, domestic violence, fire/natural disaster, and substance abuse. We serve veterans, immigrants/refugees, and people with developmental or physical disabilities. 80% of those we serve are families with children.

Additionally, Community Warehouse supports Tualatin residents who seek to donate their gently-used household furnishings. Donors are grateful that our services exist locally to support neighbors with their items, and through donating feel more connected to their community.

What Types of Services will be Provided in the Funding Request Year?

In 2019, Community Warehouse's goals are to:

- Serve 7,700 people
- Serve 3,500 children
- Redistribute more than 100,000 essential household furnishings
- Provide over 85% of the items requested/needed by each client
- Conduct 24 case manager orientations to expand our network of referring agencies

How Many Tualatin Residents will be Served?

Our Tualatin warehouse currently serves an average of 25 families per week. Which estimates an expected total of 1,300 residents by the end of the year.

What Percentage of Your Program is Dedicated to Service in Tualatin?

Community Warehouse has two locations, located in Tualatin and Portland. Both of our locations have equal use of our staff, resources and priority for serving their communities. The organizations operates as one and addresses specific needs for each location as necessary. Attached is our 4 year strategic plan accomplishments from our first year and goals for this year. Naturally Tualatin utilizes 50% of the programs attention. The total families that we have assisted this year in Tualatin reflects 43% of the total families served from the organization as a whole.

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

2019 Major Funding Sources

Oregon Community Foundation
H.W & D.C.H Irwin Foundation
B.P Lester and Regina John Foundation
Carol and Velma Saling Foundation
Communicare
Meyer Memorial Trust
Heritage Bank
Intel Corporation

Agency Organizational / Financial Information -

Please Submit Your Budget Information

budget2019_communitywarehouse_2014-2020.pdf [2]

Please Submit Your Board Information

board of directors 2019 community warehouse.pdf [3]

Please Submit a Copy of Your 501(c)3 cert.

501c3_communitywarehouse.pdf [4]

Other Attachments

strategic plan update 2 side jan 2019.pdf [5]

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46397

Links

[1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form

- [2] https://www.tualatinoregon.gov/system/files/webform/budget2019_communitywarehouse_2014-2020.pdf
- [3] https://www.tualatinoregon.gov/system/files/webform/board_of_directors_2019_community_warehouse.pdf
- [4] https://www.tualatinoregon.gov/system/files/webform/501c3_communitywarehouse.pdf
- [5] https://www.tualatinoregon.gov/system/files/webform/strategic_plan_update_2_side_jan_2019.pdf

Community Warehouse, Inc. Budget 2019

	Actual	Actual	Actual	Actual	Forecast	Budget	Budget	
	2014	2015	2016	2017	2018	2019	2020	Note
Income								
Donated Goods - Assistance PDX	-	_	602,665	611,941	611,941	630,299	649,208	1
Donated Goods - Assistance Tualatin			368,851	374,528	374,528	385,764	397,337	
Grants - covers current year expenses	117,525	125,702	190,218	89,617	143,379	204,000	210,120	2
Grants - covers future year expenses	,	12,892	210,540	77,160	193,500	136,000	140,080	3
Grants - fixed assets		3,856	4,500	134,328	8,121	10,000	10,300	4
Donor Contributions - current year expenses	111,956	107,903	120,541	184,982	195,000	210,000	216,300	5
Donor Contributions - future year expenses		2,198	-	14,281	5,000	40,000	41,200	
Donor Contributions - fixed assets	500	7,907	1,436	27,500	-,	, , , , , , , , , , , , , , , , , , , ,	,	6
Events (net of expenses)	117,791	110,535	119,436	118,351	140,000	170,000	175,100	7
Access Fees	135,404	137,846	134,966	144,329	190,577	226,800	233,604	8
Pickup Fees	46,574	65,497	66,515	72,437	77,070	96,000	98,880	9
Delivery	35,100	48,140	67,705	110,583	90,690	158,522	163,278	10
Enterprise Sales - PDX	259,917	315,930	278,068	288,129	308,390	325,325	335,085	11
Enterprise Sales - Tualatin	117,762	177,385	182,472	189,337	196,201	206,976	213,185	
Rental Revenue	14,300	15,200	15,600	13,000	15,600	15,600	16,068	12
Investment & Interest	377	893	297	364	500	15,000		13
Other Revenue	948	693	103,464	1,305	4,400			14
Restricted Released - Purpose	240	-	105,404	1,505	4,400		-	15
Total Income	958,154	1,131,885	2,467,272	2,452,172	2,554,898	2,815,287	2,899,746	10
Total Medile	750,151	1,101,000	2,107,272	2,102,172	2,00 1,000		2,077,110	
Operating Expenses								
Donated Goods - Assistance PDX			602,665	611,941	611,941	630,299	649,208	16
Donated Goods - Assistance Tualatin	_	_	368,851	374,528	374,528	385,764	397,337	10
		3,433	2,083	9,291	12,667	15,000	15,450	17
Assistance - Individuals Exp	200,060	232,087	273,702	339,601	297,384	352,319	362,888	18
Salaries - Program PDX	73,570	91,381	108,083	98,439	94,812	104,205	107,332	19
Salaries - Enterprise PDX	70000 E.S. 1000			208,766	278,424	296,314	305,203	20
Salaries - Program Tualatin	103,111 40,245	164,316 37,498	194,058 71,425	71,570	59,207	62,990	64,880	21
Salaries - Enterprise Tualatin	87,974		149,377	170,597	174,200	193,604	199,412	22
Salaries - Mgmt	ē.	79,987	8	8		158,867	163,633	23
Salaries - Development	59,515	60,257	103,675	112,953	135,730	108,555	111,812	24
Benefits - Health	63,131	53,598	64,430	80,960	75,239		12,993	25
Benefits - Retirement	_	4,402	13,547	12,285	11,698 30,000	12,615 16,000	16,480	26
Contracted Personnel	- -	- 0.444	0.202	4,609			15,450	27
Professional Fees, recurring	6,500	8,444	9,393	18,382	15,000	15,000		28
Professional Fees, projects	3,478	4,728	18,232	25,622	21,411	44,700	46,041	29
Advertising	4,039	2,616	4,996	7,864	8,000	10,000	10,300	30
Office Expense	34,973	40,473	66,176	63,683	64,928	67,584	69,611	
Information Technology	15,195	28,506	56,242	44,147	31,519	30,000	30,900	31 32
Occupancy	63,577	76,586	63,249	59,590	59,590	65,582	67,549	
Travel	20,223	19,235	32,901	33,727	26,666	28,555	29,411	33
Training, Meetings, Activities	4,263	6,962	15,331	21,566	19,208	18,861	19,426	34
Insurance	38,496	27,068	35,111	27,101	38,327	39,477	40,661	35
Other Expenses	2,458	5,102	85,012	8,358	6,072	4,250	4,378	36
Pest Control	4,800	4,560	2,082	200	-		-	37
Interest Expense	51,561	75,969	74,286	74,795	73,395	72,395	71,395	38
Total Operating Expenses	877,171	1,027,206	2,414,907	2,480,576	2,519,948	2,732,936	2,811,752	
Net Revenue - Operating	80,983	104,678	52,365	(28,404)	34,950	82,352	87,994	
Other Expenses								20
Amortization Expense	Н.			10,010	3,383	3,383	3,383	39
Depreciation Expense	45,115	45,448	49,824	65,208	30,036	46,177	45,253	40
Total Other Expenses	45,115	45,448	49,824	75,218	33,419	49,560	48,637	
Net Income	35,868	59,230	2,542	(103,622)	1,531	32,791	39,357	



2019 Board of Directors: name, position, occupation, address and telephone number

Roz Babener, Emeritus Board Chair & Founder roz755@aol.com | 503.329.5588

Catherine Myers, Board Chair SSOE Group cmyers@ssoe.com | 503.807.5991

Nicholas Shepherd, Board Vice President-Treasurer Irvine & Company CPA's nick.m.shepherd@gmail.com | 503.407.3688

John Witherspoon, Board Secretary Buckley Law P.C jtw@buckley-law.com | 503.906.2213 (o)

Darrell Nelson, Executive Comm. Member at Large NW Natural drn@nwnatural.com | 503.226.4211

Ray Anderson
Intel (retired)
rayjanderson@comcast.net | 503.467.9362

Wick Ashley
Ashley Realty Works
wick@ashleyrealtyworks.com | 503.830.5167 (c)

Tod Breslau
Premiere Property Group
tbreslau@aol.com | 503.740.4888

Octavia Chambers
Portland Trail Blazers
octavia.chambers@trailblazers.com | 503.797.9894

Ann Kirby
Providence Health & Services
annette.kirby@providence.org | 503.893.6011

Jack Heims
U.S. Dept of Veterans Affairs (Retired)
heimsjack@gmail.com | 503.318.2004 (c)

Ximena Ospina-Todd Latino Network ximenaospinatodd@gmail.com | 971.285.7642

Gabe Wells
Summit Bank
ggwells70@gmail.com | 503.828.8010

Claudia Wilson, RN, MSN, CCM Nurse Consultant claudw98105@yahoo.com | 971.295.4449 (c) INTERNAL REVENUE SERVICE P. O. BOX 2508 CINCINNATI, OH 45201

Date:

MAY 08 2006

OREGON COMMUNITY WAREHOUSE INC 2267 N INTERSTATE PORTLAND, OR 97227-0000 Employer Identification Number: 93-1310582

DLN:

17053091724026 Contact Person: ERIC J BERTELSEN

ID# 31323

Contact Telephone Number:

(877) 829-5500

Public Charity Status:

170(b)(1)(A)(vi)

Dear Applicant:

Our letter dated June 2001, stated you would be exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code, and you would be treated as a public charity, rather than as a private foundation, during an advance ruling period.

Based on the information you submitted, you are classified as a public charity under the Code section listed in the heading of this letter. Since your exempt status was not under consideration, you continue to be classified as an organization exempt from Federal income tax under section 501(c)(3) of the Code.

Publication 557, Tax-Exempt Status for Your Organization, provides detailed information about your rights and responsibilities as an exempt organization. You may request a copy by calling the toll-free number for forms, (800) 829-3676. Information is also available on our Internet Web Site at www.irs.gov.

If you have general questions about exempt organizations, please call our toll-free number shown in the heading.

Please keep this letter in your permanent records.

Sincerely yours,

Lois G. Lerner

Director, Exempt Organizations

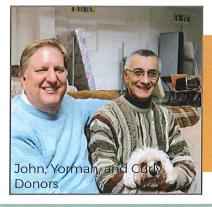
Rulings and Agreements

Community Warehouse Strategic Plan: 2018-2022 Year One Accomplishments

Commitment 1: Turn on the Lights

- Secured funding for a Community Needs Assessment to determine regional needs and opportunities for growth.
- Secured funding to conduct an Impact Evaluation to determine program effectiveness.
- Secured funding and pro-bono commitment to improve existing facilities, including staff offices and a client Welcome Room.





Commitment 2: Set the Table

- Completed an internal staff assessment of racial equity and reviewed recommendations. Staff and Board participated in racial equity training.
- Board composition diversified, increasing from 28% to 46% women, and from 0% to 15% people of color.
- 5% budget increase for investment in training and development for staff and Board.

Commitment 3: Roll Out the Rug

- Developed and funded a staff retention plan to support staff capacity, professional development, and longevity.
- Increased organization's starting wage to \$15 per hour.
- Met regularly with community partners in an Advisory Committee to promote dialog with external stakeholders and improve service delivery.





Commitment 4: Fill the Cup

- Hired Procurement Coordinator to ensure most-requested items are available for all clients and to support Estate Store revenue.
- Grew our monthly donor base from 85 to 125 Sustaining Circle members.
- Contracted with Amy Varga to develop an Estate Store marketing plan to maximize revenue and support growing operating expenses.

Commitment 5: Ring the Doorbell

- Completed brand audit and strategy process to identify and elevate our key brand characteristics and increase brand recognition.
- Acted as community advocacy leaders for the regional housing bond, collaborated with a local CDC to promote affordable housing in NE Portland.
- Expanded our audience through a 12% increase in e-newsletter subscribers.

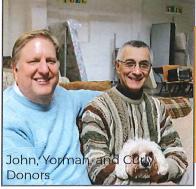


Community Warehouse Strategic Plan: 2018-2022 2019 BENCHMARKS

Service: optimize operations & facilities to meet community needs.

Commitment 1: Turn on the Lights	Q1	Q2	Q3	Q4
Parking lot & welcome room completion + facility assessment				
Implement Impact Evaluation + Report		•		
Complete Community Needs Assessment + Report				•
Implement POS system, evaluate scheduling system, integrate	•	•		•





Administration: leadership structures.

Commitment 2: Set the Table	Q1	Q2	Q3	Q4
Populate internal communications system(s), sucession plans				
Create and adopt statement of DEI values		•	•	
Create hiring best practices, plan, & update employee handbook	•	•		
Create opportunities for the Board and staff to network	•			

People: empower a "people first" culture, embodying dignity and hospitality.

Commitment 3: Roll Out the Rug	Q1	Q2	Q3	Q4
Assess & revise staff onboarding, training, & timecard	•	•		
Volunteer Program Plan + improve enviornment	•		•	
Itemize staff retention plan + measure satisfactions		•		
Solicit/Measure client & case manager satisfaction along with storytelling opportunity		•		





Support: bountiful, reliable revenue (fund development, procurement, stores).

Commitment 4: Fill the Cup	Q1	Q2	Q3	Q4
Upgrade signage for Tualatin Estate Store	•			
Create business plan for Estate Stores informed by Brand Strategy, increase revenue by 4% from 2018		•		•
Evaluate Procurement methods, plan for growth, obtain 1 ES partner		•		•
Grow monthly donor program to 150 Sustainers, Contact \$500+ donors to request meeting and share major donor materials			•	

Awareness: enhance connections in the community.

Commitment 5: Ring the Doorbell	Q1	Q2	Q3	Q4
Develop Creative Brief/Contract Graphic Designer for key infographic assets expressing our mission for use across platforms & events	•			
Conduct/facilitate affordable housing/furniture bank advocacy event			•	



Published on *The City of Tualatin Oregon Official Website* (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #59

Submission information-

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Fri, 08/23/2019 - 2:43pm

96.89.97.9

Agency Contact Information-

Agency Name

Domestic Violence Resource Center (DVRC)

Address

PO Box 494

City

Hillsboro

State

Oregon

Zip Code

97123

Contact Name

Megan Bradley

Contact Telephone Number

5036405352

Contact Email Address

meganb@dvrc-or.org

Agency Request Information -

Request

The Domestic Violence Resource Center is requesting \$5,000 from the City of Tualatin.

What is the Request for?

The Domestic Violence Resource Center is requesting these funds to help improve safety and security at our confidentially located shelter, Monika's House. Monika's House provides a refuge for victims of domestic violence who are fleeing imminent physical danger. Clients include adults, children, and pets. One of the most important pieces to the recovery process for a domestic violence survivor is giving them the ability to live in a space where they feel safe. Bolstering the security at Monika's house, specifically by making improvements to the security gate, allows us to provide an extra layer of safety for our clients while they are on their path to healing.

Describe the Agency's Mission

The mission of the Domestic Violence Resource Center is to educate, support, and empower survivors, and their children, who are affected by intimate partner violence by offering counseling, advocacy, shelter services and community outreach. All services provided by DVRC are offered confidential and free of charge.

What Group of Citizens in Tualatin Does Your Organization Target?

DVRC is the largest and most comprehensive domestic violence organization in Washington County. We provide services to adults and children who have experienced domestic violence regardless of gender identification and/or sexual orientation. To ensure that all people have access to the services and resources we provide, we offer them free of charge. To meet the needs of our community, all services are offered in English, Spanish, Hindi, Punjabi, and Bengali.

What Types of Services will be Provided in the Funding Request Year?

The Domestic Violence Resource Center will continue to offer wrap-around services to our clients.

DVRC's Community Advocacy Program provides free advocacy services to those seeking them. Advocacy services include filing protective orders, court accompaniment for protective order related hearings, safety planning, crisis intervention and case management, resource referrals, application assistance with the Address Confidentiality Program, and more. Advocacy services are provided in DVRC's Beaverton office, as well as the Washington County Courthouse in Hillsboro, and DHS offices in Beaverton, Hillsboro, and Tigard.

DVRC's Counseling Services Program provides free counseling to adults and children (ages 5+). Adult services include individual counseling, 24-week domestic violence support groups, crisis intervention, safety planning, and resource referrals. Child/youth services include individual counseling, art/play/sand therapy, parent/child counseling, 12-week "Coping with Conflict" groups for adolescents, 12-week "Teen Healthy Relationships" groups, safety planning, and resources referrals. Counseling services are provided by licensed staff and master's level interns.

DVRC's Housing Services Program provides free shelter to those in need. Monika's House provides safe and confidential emergency shelter to survivors fleeing imminent physical danger. Monika's House is also home to Monika's Pets, one of only five shelters in Oregon to provide a space for pets to follow their owners into safety. Mary Mac House provides transitional housing for survivors of domestic violence for up to one year. Sojourner's House provides permanent independent housing for survivors of domestic violence. All three sub-programs have access to the services provided by DVRC's Housing Services Program. Those services include individual and group domestic violence support, parenting groups and support, children's groups and support, safety planning, resource referrals, advocacy and case management, housing and employment support, financial planning, and more.

DVRC also operates a 24-hour, 7 days a week, 365 days a year crisis line. DVRC's crisis line is run out of Monika's House shelter and connects those in need with resources and services. In addition to these services, DVRC provides community education and training to other agencies, schools, and businesses.

How Many Tualatin Residents will be Served?

So far in 2019, 2.4% of clients who have received services have identified residing in Tualatin.

What Percentage of Your Program is Dedicated to Service in Tualatin?

DVRC is dedicated to serving all survivors of domestic violence in Washington County, which includes Tualatin. DVRC now has a Community Advocate working 30 hours a week out of the Tigard DHS office to ensure that those in the far reaches of the county are able to receive services close to where they reside. We expect that the Tualatin residents we serve will remain around 2.4% of our client base or exceed the current number.

8/26/2019 Submission #59

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

Agency Organizational / Financial Information -

Please Submit Your Budget Information 2019-2020 budget summary.pdf [2]

Please Submit Your Board Information boardlistdvrc19.docx [3]

Please Submit a Copy of Your 501(c)3 cert. 501c3 designation.pdf [4]

Other Attachments

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46426

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/2019-2020_budget_summary.pdf
- [3] https://www.tualatinoregon.gov/system/files/webform/boardlistdvrc19.docx
- [4] https://www.tualatinoregon.gov/system/files/webform/501c3_designation.pdf

Domestic Violence Resource Center	
2019-2020 Approved Budget - Agency	
2010 2020 Approved Badget Agency	2019-2020
	Approved
	Agency
Ordinary Income/Expense	Budget
Income	
Total 41000 · Fundraising Income	15,000
Total 43400 · Direct Public Support	54,410
43455 · Online Donations	8,500
Total 44800 · Indirect Public Support	1,000
Total 45000 · Foundation Grants	25,000
Total 46000 · Federal Grants	117,377
Total 46200 · State Grants	1,283,268
Total 46400 · County Grants	517,821
Total 46600 · City Grants	5,000
49900 · Uncategorized Income	
Total Income	2,027,376
Expense	
61010 · Salaries	1,253,641
61020 · Workers' Benefit Fund	1,623
	228,569
61040 · Payroll Tax Expense	134,416
61050 · Background Checks	
Total 61000 · Personnel Costs	1,618,249
Total Expense	1,957,699
Net Ordinary Income	69,677
Other Income/Expense	
50000 · Other Income	22,234
Other Expense	19,584
Net Other Income	2,650
Net Income	72,327
Increase Savings	72,217
Net Cash Flow for 2019-2020	110

Domestic Violence Resource Center 2019/20 Board of Directors

Last Name	First Name 8.	Address	Job Title, Employer Name &	Phone 1	Phone 2	Fax/E-mail	Position on
Term Expires	Middle		Address				Board
	Initial						Length of
							time on Board
Choudhary	Jyoti	5800 NW 205 th Ter.	HR Manager, Intel	503-708-		Jyoti.choudhary@intel.com	Chair
		Portland, OR 97229		0643			Finance
7070							Committee 2 years
Crabtree	Tobi	11885 SW Redstart Way	Consultant	310-989-		t.crab08@gmail.com	Member
		Beaverton, OR 97007		8267	10		1 year
2021							
Eddy	Ashley	1075 NW Northrup St	Community Volunteer	503-887-		akwisniewski@gmail.com	Member
		#1714		1495	a		1 year
2021		Portland, OR 97209					
Gupte	Manjusha	12673 NW Forest Spring	Professor, Portland State	503-725-		magupte@gmail.com	Member
		Ln		9290			1 year
2021		Portland, OR 97229					
			Portland, OR 97207				
Hongh	Nikki	5370 SW Hall Ct	Lawyer, Hough Law	503-334-	503-208-	nicole@houghlawfirm.com	Treasurer
		Beaverton, OR 97005	PO Box 2014	7016	6610		Finance
2019			Beaverton, OR 97005				Committee,
							Chair 3 years
Munson	Paul	4670 NW Kahneeta Dr	LoanStar	503-806-		pmunson@mtgxps.com	Member
		Portland, OR 97229	9020 SW Washington Square Rd	2998			2 years
2020							
			Portiana, OR 97.223				
Musial	Melanie	1535 SW Clay St. Unit 208 Portland, OR 97201	District Attorney, WaCo 150 N. First Ave	414-628-	503-846- 3014	melaniemusial@gmail.com	Secretary 3 years
2020			Suite 300 MS 40				
			Hillsboro, OR 97123				
Ugarte	Juan	3560 E. Main St.	Virginia Garcia	503-956-		luani.ugarte@yahoo.com (primary)	Member
2021		111155010, ON 37 123		6/0/		Jugarte (avgmnc.org	ı year

Internal Revenue Service

•

Department of the Treasury

P. O. Box 2508 Cincinnati, OH 45201

Date: December 27, 2001

Domestic Violence Resource Center, Inc P.O. Box 494 Hillsboro, OR 97123-0494 Person to Contact:

Ms. Smith #31-07262

Customer Service Representative

Toll Free Telephone Number:

8:00 a.m. to 9:30 p.m. EST 877-829-5500

Fax Number: 513-263-3756

Federal Identification Number: 93-0665804

Dear Sir or Madam:

This is in response to the Amendment to your organization's Articles of Incorporation, filed with the state on March 01, 2001. We have updated our records to reflect the name change as indicated above.

Our records indicate that a determination letter issued in October 1977 granted your organization exemption from federal income tax under section 501(c)(3) of the Internal Revenue Code. That letter is still in effect.

Based on information subsequently submitted, we classified your organization as one that is not a private foundation within the meaning of section 509(a) of the Code because it is an organization described in sections 509(a)(1) and 170(b)(1)(A)(vi).

This classification was based on the assumption that your organization's operations would continue as stated in the application. If your organization's sources of support, or its character, method of operations, or purposes have changed, please let us know so we can consider the effect of the change on the exempt status and foundation status of your organization.

Your organization is required to file Form 990, Return of Organization Exempt from Income Tax, only if its gross receipts each year are normally more than \$25,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of the organization's annual accounting period. The law imposes a penalty of \$20 a day, up to a maximum of \$10,000, when a return is filed late, unless there is reasonable cause for the delay.

All exempt organizations (unless specifically excluded) are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of \$100 or more paid to each employee during a calendar year. Your organization is not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Organizations that are not private foundations are not subject to the excise taxes under Chapter 42 of the Code. However, these organizations are not automatically exempt from other federal excise taxes.

Donors may deduct contributions to your organization as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to your organization or for its use are deductible for federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Domestic Violence Resource Center, Inc 93-0665804

Your organization is not required to file federal income tax returns unless it is subject to the tax on unrelated business income under section 511 of the Code. If your organization is subject to this tax, it must file an income tax return on the Form 990-T, Exempt Organization Business Income Tax Return. In this letter, we are not determining whether any of your organization's present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

The law requires you to make your organization's annual return available for public inspection without charge for three years after the due date of the return. If your organization had a copy of its application for recognition of exemption on July 15, 1987, it is also required to make available for public inspection a copy of the exemption application, any supporting documents and the exemption letter to any individual who requests such documents in person or in writing. You can charge only a reasonable fee for reproduction and actual postage costs for the copied materials. The law does not require you to provide copies of public inspection documents that are widely available, such as by posting them on the Internet (World Wide Web). You may be liable for a penalty of \$20 a day for each day you do not make these documents available for public inspection (up to a maximum of \$10,000 in the case of an annual return).

Because this letter could help resolve any questions about your organization's exempt status and foundation status, you should keep it with the organization's permanent records.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

This letter affirms your organization's exempt status.

Sincerely.

John E. Ricketts, Director, TE/GE Customer Account Services

Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

<u>Home</u> > <u>Outside Agency Funding Request Form</u> > <u>Webform results</u> > Submission #48

Submission information-

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Sat, 08/03/2019 - 12:56am

76.115.93.165

Agency Contact Information

Agency Name

FAMILY JUSTICE CENTER OF WASHINGTON COUNTY

Address

735 SW 158TH

City

BEAVERTON

State

Oregon

Zip Code

97006

Contact Name

JUDY WILLEY

Contact Telephone Number

503 475 8435

Contact Email Address

WILLEYJL68@GMAIL.COM

Agency Request Information

Request

\$8,500 TO SUPPORT THE NEW FAMILY JUSTICE CENTER(FJC) IN 2019-20 -- THIS ORGANIZATION SERVES ALL VICTIMS OF DOMESTIC VIOLENCE, ELDER ABUSE & SEXUAL ABUSE IN ALL CITIES WHICH INCLUDES TUALATIN, OREGON. WE ARE CENTRALLY LOCATED NEAR THE MAX LINES AND ON 4 BUS LINES IN BEAVERTON. WE CAN PROVIDE TRANSPORTATION SUPPORT IF A VICTIM NEEDS HELP GETTING TO OUR CENTER.

What is the Request for?

MONIES IN 2019-20 WILL GO TOWARDS OUR CHILDREN'S CENTER - WE ARE IN NEED OF SOME SMALL FURNITURE AND ADDITIONAL SUPPLIES AS WE ARE SEEING MORE VICTIMS WITH YOUNG CHILDREN THAN WE DID IN 2018. OUR FAMILY SUPPORT COORDINATOR BELIEVES VICTIMS NEED TIME ALONE WITH COUNSELORS AND LEGAL

8/5/2019 Submission #48

AIDE WHEN THEY ENTER THE CENTER. CHILDREN NEED THAT TIME AWAY FROM THE STRESS/ANXIETY ALSO. WE PROVIDE HEALTHY MEALS, SNACKS AND HEALTH CARE TO THE KIDS. WE WILL ALSO USE A PORTION OF THE FUNDING TO UPDATE OUR SOCIAL MEDIA AVENUES SO WE CAN ENSURE THAT "EVERY CITY/RESIDENT" KNOWS WE ARE HERE READY TO DO ALL WE CAN TO STOP THE CYCLE OF ABUSE!

Describe the Agency's Mission

FJC MISSION IS TO PROVIDE ALL THE SERVICES AN ABUSE VICTIM NEEDS "UNDER ONE ROOF." IT HAS BEEN PROVEN A CENTER LIKE FJC OFFERS A DIRECT PATH TO SAFETY, HEALING AND HOPE TO VICTIMS AND THEIR CHILDREN. WE UNDERSTAND THE IMPACT THE CENTER WILL HAVE ON NOT ONLY THE VICTIMS BUT ALSO THE OTHER FAMILY MEMBERS WHOSE LIVES ARE SERIOUSLY IMPACTED BY THE ABUSE. WE ARE HERE FOR ALL OF THEM! OUR MISSION IS TO ALSO OFFER SURVIVORS WITH MORE CO-LOCATED SERVICES THAN EVER BEFORE IN WASHINGTON COUNTY AS THEY CONTINUE TO WORK THROUGH ISSUES UNTIL FULLY HEALTHY - BODY, MIND AND SOUL.

What Group of Citizens in Tualatin Does Your Organization Target?

VICTIMS AND FAMILIES WHO ARE EXPERIENCING OR HAVE EXPERIENCED ANY KIND OF ABUSE. ON AVERAGE IT TAKES 7 TRIES BEFORE A VICTIM REALLY GETS OUT OF A VIOLENT SITUATION. WE ARE WORKING HARD TO REDUCE THAT NUMBER DRASTICALLY. WE ONLY HAVE TO MAKE SURE THEY KNOW WHO WE ARE AND WHAT WE CAN OFFER AND THAT IS WHAT WE ARE DETERMINED TO DO - IN TUALATIN! WE WILL DO THIS WITHOUT REGARD TO RACE, CREED OR COLOR. EVERYONE IS WELCOME AND IS TREATED WITH RESPECT AND COMPASSION.

What Types of Services will be Provided in the Funding Request Year?
WE WILL CONTINUE TO OFFER VICTIMS AND FAMILIES THE FOLLOWING: SAFETY
PLANNING, LEGAL AID, COUNSELING, FOOD ASSISTANCE, TRANSPORTATION, SHORT
TERM SHELTER, EMPLOYMENT ASSISTANCE, LANGUAGE INTERPRETATION,
RESTRAINING ORDERS RIGHT IN THE CENTER, POLICE PROTECTION IF NECESSARY
AND DESIRED. OUR GREATEST STRENGTH - WE WILL PROVIDE A SINGLE PATHWAY

OUT OF A LIFE FULL OF FEAR AND ABUSE INTO ONE OF SAFETY, HEALING AND HOPE FOR A FUTURE!

How Many Tualatin Residents will be Served?

WE WILL SERVE EVERY RESIDENT OF TUALATIN WHO IS EXPERIENCING SOCIAL VIOLENCE; WHO IS WILLING TO SEEK HELP AND ALLOW US TO SERVE THEM. IN 2018 YEAR WE SAW AN AVERAGE OF 39 TUALATIN RESIDENTS PER MONTH COME THROUGH FJC DOORS. A LARGE NUMBER CAME IN FOR A RESTRAINING ORDER BUT QUICKLY REALIZED THAT WAS JUST THE BEGINNING AND WE COULD OFFER EVERY SERVICE THEY NEEDED ALL UNDER ONE ROOF. WE ARE TRAINED AND EQUIPPED TO TAKE CARE OF URGENT NEEDS TO GIVE THEM COURAGE AND HOPE AND A PATH TO GET OUT AND STAY OUT!

What Percentage of Your Program is Dedicated to Service in Tualatin?

WE DO NOT TURN AWAY ANYONE. THE CENTER IS OPEN FROM 8 AM-5 PM EVERY DAY AND THERE IS HELP AFTER HOURS VIA A DV HOTLINE. TUALATIN WILL RECEIVE 100% OF THE SERVICES WE HAVE TO OFFER. WE HAVE 12 SOCIAL SERVICE AGENCIES WORKING INSIDE THE CENTER EVERY WEEK AND

WE PARTNER WITH SEVERAL MORE WHERE WE CAN OBTAIN OTHER SERVICES A VICTIM MIGHT NEED (HEALTHCARE BEING ONE KEY SERVICE). WE OFFER TRANSPORTATION TO THOSE OUTSIDE SERVICES IF NECESSARY.

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

WE WILL BE RECEIVING FUNDING FROM EVERY CITY IN WASHINGTON DURING 2019-20 YEAR. THE AMOUNTS ARE NOT THE SAME AND ARE RELATED TO THE SIZE OF THE CITY BUT EVERY CITY REALIZES THEY HAVE A DOMESTIC VIOLENCE PROBLEM AND THE FAMILY JUSTICE CENTER HAS A HUGE IMPACT ON THIS EPIDEMIC. OUR SUPPORT CITIES ARE: TIGARD, SHERWOOD, KING CITY, DURHAM, BEAVERTON, HILLSBORO, FOREST GROVE, CORNELIUS, NORTH PLAINS, BANKS AND Washington County. WE HAVE A \$1.2 MILLION BUDGET WITH CASH AND IN-KIND SERVICES. WE HAVE TO RAISE APPROXIMATELY \$700K THIS YEAR.

-Agency Organizational / Financial Information -

Please Submit Your Budget Information

2019 2020 proposed budget 6 10 19.docx.xlsx [2]

Please Submit Your Board Information

fic board of directors contact list 8.24.18.docx [3]

Please Submit a Copy of Your 501(c)3 cert.

ficwctaxexemptletter.pdf [4]

Other Attachments

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46346

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/2019_2020_proposed_budget_6_10_19.docx.xlsx

8/5/2019 Submission #48

 $[3] \ https://www.tualatinoregon.gov/system/files/webform/fjc_board_of_directors_contact_list_8.24.18.docx$

[4] https://www.tualatinoregon.gov/system/files/webform/fjcwctaxexemptletter.pdf

Family Justice Center of WA County 2019-2020 Proposed Budget

6/10/2019	20	Estimated 018-19 Actual	Prop	osed 2019-20 Budget
Revenue 30100 Previous Year Restricted Balance	\$	47,421.74	\$	_
39000 Direct Support	*	.,,,	*	
39100 Washington County	\$ \$	330,000.00 88,000.00	\$ \$	330,000.00 88,000.00
39200 Washington County Cities	Ф	88,000,00	Ф	88,000.00
39400 Foundation Grants			_	15.000.00
39405 Unrestricted Grants	\$	58,490.00	\$	15,000.00
39410 Restricted Grants Total 39400 Foundation Grants	\$	24,000.00 \$82,490.00	\$	30,000.00 \$45,000.00
39500 Corporate Support 39600 Individual Donations	\$ \$	12,800.00 4,750.00	\$ \$	25,000.00 5,000.00
		4 000 00		
39700 Fundraising Revenue 39710 Denim & Diamonds	\$ \$	1,395.00 123,499.25	\$	125,000.00
39711 Misc Fundralsing	\$	2,970.00	\$	5,000.00
Total 39700 Fundraising Revenue		\$127,864.25	\$	130,000.0
20750 Miccellanceus Devenus	e	61.42	\$	100.00
39750 Miscellaneous Revenue Total 39000 Direct Support	<u>\$</u> \$	645,965.67	\$	623,100.00
39810 Interest Income	\$	3.20		
otal Revenue	\$	693,390.61	\$	623,100.00
xpenditures	٠	97.00		
51000 Personnel Expense	\$	27.00		
51100 Employees 51110 Executive Director	\$ \$	1,348.26 90,354.96	\$	82,400.00
51110 Executive Director 51120 Volunteer Coordinator	\$ \$	27,677.00	φ \$	31,200.00
51150 Receptionist	\$	31,573.03	\$	34,320.00
51155 Family Support	\$	11,815.02	\$	21,450.00
51160 Payroll Taxes		\$16,142.00	\$	16,937.00
Health Insurance			\$	18,000.00
51170 Worker's Comp	_\$	2,722.71	\$	2,723.00
Total 51100 Employees		\$181,659.98	\$	207,030.00
51200 Contract Labor				
51230 Grant Writer	\$	6,100.76	\$	8,500.00
51240 IT Support	\$	15,869.84	\$	12,000.00
51250 Bookkeeper	\$	5,868.75	\$	8,000.00
Maintenance Total 51200 Contract Labor		\$27,839.35	<u> \$ </u>	3,000.00
51300 Background Checks Total 51000 Personnel Expense	\$	278.58 \$209,804.91	<u>\$</u> \$	150.00 238,680.00
·				
60000 Direct Operating Expense 60050 Bank Charge	\$	_		
60100 CPA Financial Review	\$	5,200.00	\$	6,700.00
60300 Payroll Service	\$	212.00	\$	660.00
60350 Dues and Memberships	\$	2,011.56	\$	2,000.00
60400 Food Costs	\$	1,108.84	\$	1,500.00
60500 Fundraising Expense	\$	1,349.85	\$	2,000.00
60505 Denim & Diamonds	\$	12,106.20	\$	13,000.00
Total 60500 Fundraising Expense		\$13,456.05	\$	15,000.00
60550 Insurance	\$	3,944.00	\$	4,000.00
60570 Custodial Service	\$	15,195.00	\$	13,860.00
60600 Marketing and Promotion	\$	4,434.76	\$	4,000.00
60700 Postage	\$	607.74	\$	2,000.00
60900 Professional Development	\$	8,373.57	\$	7,000.00
61000 Rent and Occupancy (incl Util)	\$	285,828.37	\$	289,000.00
61100 Office Supplies	\$	7,121.80	\$	6,000.00
61200 Telephone, Technology, Internet	\$ \$	5,136.98	\$	6,600.00
61300 Administrative Travel - Trng	\$	732.49	\$	1,000.00
61500 Supplies - other	\$	111.97	\$	-
61900 Miscellaneous Expense Survivor Advisory Board	\$ \$	70.00 200.00	\$ \$	2,000.00
Total 60000 Direct Operating Expense	Ψ	\$353,745.13	Ψ	\$361,320.00
85000 Move-in Expense 65100 Furniture	\$	428.87	\$	450.00
65200 Technology Equipment	\$	1,241.94	\$	1,000.00
65400 Tenant Improvements	\$	2,434.47	\$	3,000.00
Total 65000 Move-in Expense	-	\$4,105.28	\$	4,450.00
75000 Family Assistance				
75100 Family Assistance - Wheeler	\$	4,138.57		
75200 Family Assistance - Braemer		61100		1000 5
Total 75000 Family Assistance otal Expenditures	*	\$4,138.57 \$571,793.89	<u>\$</u>	4,000.00 608,450.00
Mai Experiulares		ψυ, 1,700.00	Ψ	
et Operating Revenue		\$121,596.72		\$14,650.00
80000 Less previous restricted funds	\$	47,421.74		
otal Other Expenditures	\$	47,421.74	\$	
at Revenue		¢74 474 00	\$	14,650.00
et Revenue		\$74,174.98	Ф	14,000.00

Family Justice Center of Washington Co. Board of Directors Contact List January 15, 2019

Lee Dobrowolski, Board Chair

Chief
Hillsboro Police Department
250 SE 10th Ave.
503-530-0599

Lee.dobrowolski@hillsboro-Oregon.gov

Sarah Smith, Vice Chair

Faith Community Representative 19890 SW Gassner Rd. Aloha, OR 97007 503-201-0903 Sarah5nate@gmail.com

Kevin Barton Washington Co. District Attorney 150 N First Street, Suite 300 Hillsboro, OR 97124 503-846-8671

Kevin_Barton@co.washington.or.us

Campbell Clarey
Assistant Department Coordinator
Tandem Property Management
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Portland, OR 97225
971-230-8466
Campbell.clarey@gmail.com

Leocadia Montero Hainley
Psychotherapist and ESPERE Consultant
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Sherwood, OR 97140
503-537-8562
leocadiamz@gmail.com

Robert Hermann
Washington Co. District Attorney/Retired
15107 NW Oakmont Loop
Beaverton, OR 97006
(c) 503-6458382
rwhermann@frontier.com

Laura McMurray, Treasurer

Chief Financial Officer Hillsboro Hops Baseball 4460 NE Century Blvd. Hillsboro, OR 97124 503-640-0887

lauram@hillsborohops.com

Keith Raines, Secretary

Circuit Court Judge for Washington Co. 145 NE Second Ave. Courtroom 206C Hillsboro, OR 97124 (w) 503-846-3457 (c) 503-329-1557 Keith.r.raines@Ojd.state.or.us

Kirby Johnson Senior Deputy County Administrator Washington County Administrative Office 254 N. First Ave. Hillsboro, OR 97124 503-846-8899

Kirby_johnson@co.washington.or.us

JoAnn Lumaco
Community Representative
2878 NW Jackson School Rd.
Hillsboro, OR 97124
503-720-4127
jlumaco@comcast.net

Judy Willey
President/Retired
Oregon International Air Show
3416 NE Dunbar Ct. Hillsboro, OR 97124
503-475-8435
Willeyj168@gmail.com

Toni Loch
Executive Director
Family Justice Center of Washington Co.
735 SW 158th Ave Ste. 180
Beaverton, OR 97006
(c) 920-621-7751
Work: 503-430-8300
toni@fjcwc.org

INTERNAL REVENUE SERVICE P. O. BOX 2508 CINCINNATI, OH 45201

Date: JAN 14 2016

FAMILY JUSTICE CENTER OF WASHINGTON COUNTY
250 SE 10TH AVE
HILLSBORO, OR 97123-4238

Employer Identification Number: 47-4687471 DLN: 17053294340045 Contact Person: ID# 31162 ANGELA M BENDER Contact Telephone Number: (877) 829-5500 Accounting Period Ending: June 30 Public Charity Status: 170(b)(1)(A)(vi) Form 990/990-EZ/990-N Required: Effective Date of Exemption: August 20, 2015 Contribution Deductibility: Yes

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

No

Addendum Applies:

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

FAMILY JUSTICE CENTER OF WASHINGTON

Sincerely,

Jeffrey I. Cooper

Director, Exempt Organizations

Rulings and Agreements

8/16/2019 Submission #51

Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

<u>Home</u> > <u>Outside Agency Funding Request Form</u> > <u>Webform results</u> > Submission #51

-Submission information-

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Fri, 08/16/2019 - 1:05pm

50.53.114.85

Agency Contact Information-

Agency Name

Family Promise of Tualatin Valley

Address

20425 SW Stafford Road

City

Tualatin

State

OR

Zip Code

97062

Contact Name

Elise Schaff Laubach

Contact Telephone Number

7738057543

Contact Email Address

tvfamilypromise@gmail.com

Agency Request Information -

Request

\$5,000

What is the Request for?

Family Promise of Tualatin Valley (FPTV) is seeking funds for operation. These costs include salary for our full-time executive director and case worker, utility bills, and management costs for the Day Center used by our families during the day. "Other needs" may also include everyday supplies needed to maintain our program such as household supplies, printing, maintenance, and purchase of training materials for new volunteers. (See attached Budget for details)

A majority of services provided by FPTV will be donated. For every \$1 we raise or are granted, \$3 worth of in-kind services (shelter, meals, materials, tutoring, volunteer training, adult education, rent) are donated by our hosts and community volunteers.

Submission #51

Describe the Agency's Mission

Family Promise of Tualatin Valley is a non-profit organization that serves homeless children and their families. We have a network of religious and civic organizations that provide shelter, meals, and resource assistance. Individual family plans are developed with our FPTV case manager to help families identify and connect with services specific to their needs. We strive to foster families as soon as they begin to experience homelessness or, ideally, prior to losing their housing. Our goal is to transition families into sustainable housing as quickly as possible.

Family Promise believes that if a student can stay with their family, in their own school, in their own routine, in their own community, they – and their families – can succeed. This volunteer-based program relies upon community members who want to provide this support, who want to help families move to sustainable housing and regain independence and who want to continue to be there for families when they succeed.

What Group of Citizens in Tualatin Does Your Organization Target?

Family Promise of Tualatin Valley serves homeless children and their families from the Tigard-Tualatin, Sherwood, and Lake Oswego school districts. Total homeless student population for the service area was nearly 300 at the end of the school year. 225 of these students were from the Tigard-Tualatin School District. These numbers do not include non-student family members (toddlers, teens not enrolled in school and parents or extended family members). If we assume only one parent or guardian per student, and no toddlers, there would be nearly 500 homeless children and parents with roughly half of these folks from Tualatin. 90% of the families served year-to-date in the FPTV program are from the Tigard-Tualatin school district.

The primary component of FPTV's Outreach Plan as it relates to program participants is our partnership with school districts. Each of the three districts served by FPTV has a federally mandated McKinney-Vento liaison who connects with homeless students and their families. Families at risk of becoming homeless or families experiencing homelessness can both be referred to FPTV by these school representatives. For the Tigard-Tualatin school district we provide some level of case management to ALL of the McKinney-Vento students and families regardless if the family comes into the FPTV program. We do phone and in-person interviews to learn about the family and then connect them to community resources as needed or bring them into our program where we provide shelter and more intensive case management.

FPTV works with homeless families before or as soon as possible after they come into homelessness, before their need becomes so great that a normal, rooted life in their own community seems unattainable. Our approach is in line with the mission of Tualatin as a community that values a high quality of life and promotes local pride and a sense of ownership, involvement and belonging.

A key element of our program is allowing families, especially children, to maintain their routines; specifically where they come and go from each day - our Day Center. Knowing and relying upon this "home like" space, eliminates the "where will we go after school or work," "where can we shower and change," "where can I leave my extra school books or work materials/clothes," and "how can I get online?" issues faced by homeless families, and decreases the likelihood that students will fall behind in school and parents miss work/appointments/interviews.

(*Four-year graduation rates of homeless high-school children in Oregon for 2016-2017 was 54.1%)

In addition to helping homeless families achieve sustainable housing, there are many benefits to Tualatin residents. Several Tualatin churches have decided to host our families - their members provide meals, a safe place to stay and a sense of community. Members of the FPTV Leadership Team are Tualatin residents as well. Many participating families are part of the fabric of their communities... contributing, active members of the businesses they work for as well as their schools and churches. Most significantly, keeping students in their own routine, in their own school, in their own community during a time of homelessness will lead to higher attendance and higher graduation rates – overall, helping to reduce additional needs in the future.

8/16/2019 Submission #51

What Types of Services will be Provided in the Funding Request Year?

FPTV utilizes existing community resources to provide a safe place to sleep, meals, access to local agencies and a path to sustainable housing. Thirteen local religious or civic organizations host 3-4 families (up to 14 people) at their facility, overnight, for one week at a time. Participating families rotate together through the 13 locations (see attached graphic). Hosts provide a safe place (usually an under utilized space in their facility) to sleep and volunteers provide meals, homework/play companions and a sense of community.

In the morning, family members without their own transportation are driven to the Family Day Center where children are picked-up for school, families can do laundry and shower, and parents without jobs can work on with our case manager on their path forward to sustainable housing. After school, children are dropped off at the Day Center and program participants head to the host location at 5 pm.

As guests of the program, families receive rotational shelter, meals and deep-dive case management as they follow their own structured and supported path back to stable housing. Participation in the program allows families to stay within their community; near jobs, schools, friends and families; and to save money, time and mental/physical energy that would otherwise be spent seeking nightly housing, food, transportation and social services.

As families transition into homes, they remain part of the FPTV family. The relationships built during their time with us continues as we provide six months of external case management to offer advice and guidance. This element helps to ensure that families remain independent but supported and have an opportunity to continue to grow and remain part of their communities.

Project Components:

Day Center – 1 physical building

FPTV Staff - 2 FTE

Transportation – 1 van, 1 trailer

Host Sleeping Locations – 12 (30-50 volunteer slots at each)

Support Hosts – 10 or more

After care-external case management for six months

Categorical needs addressed include:

Family homelessness

Family resource conservation

Continued school attendance

Reduced time being homeless

Reduced impact on child routines

Reduced impact on mental and physical stress

Decreased food insecurity

Supported access to local social services

Supported access housing resources

Continued education in financial planning, parenting and other areas to avoid future insecurities After care support to avoid future insecurities once housing is achieved

How Many Tualatin Residents will be Served?

The Family Promise program is a highly hands-on and rehabilitative program. We serve up to 14 people at a time (up to 4 families) and when one family moves into sustainable housing, another family is accepted into the program. Because FPTV is one of more than 200 practicing affiliates of the national Family Promise program, we are using proven processes and approaches and the program has an 86% success rate.

All of Washington County has only 20 rooms for families and Clackamas County has no beds for homeless families according to Washington County, Clackamas Women's Shelter; Oregon

8/16/2019 Submission #51

Department of Education, 2017. FPTV provides up to 4 rooms for families which will provide direct homeless housing services to 60-90 people per year and resource referrals to hundreds of individuals in the Tualatin area annually.

Family Promise of Tualatin Valley serves homeless children and their families from the Tigard-Tualatin, Sherwood, and Lake Oswego school districts. Total homeless student population for the service area was nearly 300 at the end of the school year. 225 of these students were from the Tigard-Tualatin School District. These numbers do not include non-student family members (toddlers, teens not enrolled in school and parents or extended family members). If we assume only one parent or guardian per student, and no toddlers, there would be nearly 500 homeless children and parents with roughly half of these folks from Tualatin. 90% of the families served year-to-date in the FPTV program are from the Tigard-Tualatin school district. (This paragraph is also found in Group of Citizens to be Served.)

What Percentage of Your Program is Dedicated to Service in Tualatin?

90% of the families we have served year-to-date are from from the Tigard-Tualatin school district and roughly half of those families are from Tualatin. As of mid-August, we have provided direct service to 40 individuals with over 1200 bed nights of shelter and outside referrals to an additional 240 individuals. Four of our current host sites are in the city of Tualatin, in addition to our Day Center.

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

City of Tigard City of Lake Oswego City of Sherwood Clackamas County

-Agency Organizational / Financial Information-

Please Submit Your Budget Information

fptv 2019 budget.pdf [2]

Please Submit Your Board Information

board bios 2019.pdf [3]

Please Submit a Copy of Your 501(c)3 cert.

501c3_determinination_letter.pdf [4]

Other Attachments

tualatin city grant attach d graphic.docx [5]

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46390

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/fptv_2019_budget.pdf
- [3] https://www.tualatinoregon.gov/system/files/webform/board_bios_2019.pdf
- [4] https://www.tualatinoregon.gov/system/files/webform/501c3_determinination_letter.pdf
- [5] https://www.tualatinoregon.gov/system/files/webform/tualatin_city_grant_attach_d_graphic.docx

Family Promise of Tualatin Valley 2019 Budget Overview

12:34 PM 08/16/19

January through December 2019

	Jan - Dec '19
Income	
Direct Contributions (individuals, corp, church, gov)	122,500.00
Earned Revenue (fundraisers)	50,000.00
Restricted Grants	85,376.00
Total Income	257,876.00
Expense	
Occupancy (utilities, tel, internet, alarm)	9,345.00
Day Center remodel & furnishings	33,890.00
Contract Services (background checks and drug testing)	2,220.00
Pantry (food and supplies for day center)	2,050.00
Fundraising Expenses	5,000.00
Operating (printing, website/email hosting, office supplies)	6,075.00
Direct Assistance to families	1,300.00
Salaries & related expenses for exec director & case mgr	113,903.00
Other (Insurance, cc fees)	6,100.00
Staff Transportation, conferences	2,848.00
Guest Transportation (Van, Uber)	32,120.00
Total Expense	214,851.00
Income	43,025.00



Rose Money – Executive Director

Rose Money grew up in California's Bay Area and moved to the Portland area in high school. She has a rich history of advocating for those with little or no voice. As Director of the Caring Closet for Tigard-Tualatin School District, she worked on the frontlines with hundreds of children and adults each year who needed help to meet their basic needs of food, clothing and shelter. It was from this work within the community the idea of building the Family Promise of Tualatin Valley homeless family program came to fruition. She has worked for several local non-profits as both employee and volunteer including Project POOCH, Oregon Humane Society, and Dress for Success and has served on several boards. Her work experience has been in sales management, marketing and fundraising and her studies in education and business management. In her spare time, she enjoys spending time with her family including her crazy labrador, Bodega, a recent career change dog from Oregon's Guide Dogs for the Blind program.



Judy Nix - Board Chair

Judy Nix has had a passion for making a difference in the lives of others both in her human resources career and volunteer efforts.

Knowing that there are local children and families who are living in their cars, is why she became a member of the Family Promise of Tualatin Valley's Leadership Team. Judy is now Board Chair and knows that Family Promise is going to change lives and empower families to independence. Judy is a retired Human Resources executive having worked predominately in hospital, high tech silicon wafer manufacturing, and financial settings. She has served on a variety of Boards which include Boys & Girls Club, Salem Library Foundation, YWCA, and United Way. She also held offices in the Credit Union Executive Society and Northwest Human Resources Management Association. She is the Human Resources Elder for her church and recent former President of her Homeowners Association. Judy graduated from Eastern Washington University and spent her career in the field of Human Resources as a member of Senior Management Leadership Teams.

(503) 735-5127 jnix@comcast



Carol Diforio, Co-Chair

Carol Diforio is Board Co-Chair for FPTV and she is passionate about building. Building regulatory structures, communication structures and actual structures (roads and bridges) and now FPTV. Figuring out what makes things strong and reliable then putting them together, is both a competency and a satisfaction for her. She joined FPTV after learning the numbers of impacted students and how homelessness affected their schooling. Working with such a committed leadership team and hearing from program graduates and area service providers, she believes that given the time and resources to think, breath, plan and act, homeless families can get themselves back to sustainable housing through this program. Carol has been a volunteer in the Tigard-Tualatin and Lake Oswego school districts for 15 years and has served on several Boards. She has a degree in Journalism and chairs the FPTV Public Relations Committee and serves on the Finance and Board Development Committees.

(503) 880-4569 <u>carol@diforio.com</u>



Elise Schaff Laubach - Secretary

Elise Schaff Laubach is a member of the Family Promise of Tualatin Valley Board and chairs the Host and Support Committee. Elise brings experience in volunteer management and coordination as well as government, private and foundation grant writing. She is currently on the Board of Templeton Elementary Backpack Program, working with fundraising, ongoing donor management, volunteer management and program implementation. She is an active member of her faith community and a member of the Oregon Repertory Singers. Elise came to work with Family Promise through her community volunteer work. She lives in Tigard and has a degree from the University of Michigan and more than 10 years of experience in market research. (773) 805-7543 eliseslaubach@gmail.com



Mike McInnis - Treasurer

Mike is a tax and small business accountant from Tigard. He brings more than 15 years nonprofit experience in religious and social service as a volunteer. Organizations he has worked with including OR Bike, Bridgetown Ministries, Neutral Zone, Caring Closet, Durham Elementary PSO, Tigard Historical Association, and Hood to Coast. Mike has held the position of treasurer for Bay Area Campus Ministries and Tigard Woods Homeowners Association. He is always looking for new opportunities to help in the community, and new challenges for his personal development. (503) 550-2919 mike@familypromiseoftv.org



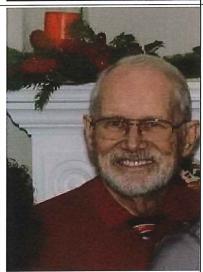
Gina Olson grew up in the rural south where being neighborly was a way of life. Family Promise of Tualatin Valley has afforded her the opportunity to practice this heritage of kindness, hospitality, and generosity. She feels blessed for the opportunity to work alongside a diverse group of community members to bring relief and hope to the most financially vulnerable around us. She believes every child has a unique potential and should be given the opportunity to develop without the barriers presented by homelessness. She is thankful to use her extensive experience with volunteer coordination and development as the Board's Co-chair of the Volunteer Coordination Committee and as a member of the Host Relations and Board Development Committees. Gina strongly believes in the community wide approach that Family Promise offers to combat the complex issue of homelessness and is excited to see the efforts of her talented team unfold.



Tamra Kehoe is on the Family Promise of Tualatin Valley Board and co-chairs the Volunteer Coordination Committee. Tamra has been an advocate for children and their families for over 25 years and is excited to bring her expertise to her local community. Professionally, she is a Pediatric Nurse Practitioner working at Franklin High School Student Health Center, serving 5-21 year olds in an urban, economically depressed, multicultural neighborhood. The Student Health Center is a medical clinic housed within a high school, providing primary care services to children and youth who live in Multnomah County. In an effort to build awareness and clinical expertise around mental health issues she obtained a specialty certification in 2013 as a Pediatric Primary Care Mental Health Specialist. Tamra has served as a Board member for the Oregon Chapter of NAPNAP (National Association of Pediatric Nurse Practitioners) as Treasurer and President.



Brian Harris gets things done and commonly smiles. As an active member of the FPTV Leadership team and now a Board member, Brian uses his past experience with company startups and turnarounds to focus our development and growth. His contributions to FPTV are seen in agency discussions, strategic planning and most recently, in roof repair. He is a recently retired Senior Sales and Marketing Executive in global and regional capital equipment industrial sales. Brian is a member of leadership team for Rolling Hills Community Church Hopes Table, centered on feeding the homeless population. He has volunteered at Bridgeport Elementary Lunch Buddies program and Rolling Hills Community Church Homeless Shelter Program.



Cecil Denney joined the Leadership Team in the spring of 2018. A member of one of the Host churches, he has assisted in the preparation of the FPTV Day Center. He served on the board of the Recovery Association Program that provided housing for recovering addicts and also for women who were recovering from domestic violence. He currently serves on the board of Our Table Cooperative providing organic produce to the local community. He also serves on the IAF-NW board that provides oversight of community organizing groups in Western Canada, Washington, Oregon, Idaho, and Montana as well as Australia and New Zealand. He is active the local community organizing Metropolitan Alliance for Common Good and his local church Outreach Committee. He retired in 2000 from his position as manager for Academic Computing at the University of Texas, Medical Branch.



Karen Emerson is a big believer in students being in school... every day. She has spent years as part of the school system as a Board Member for Tigard-Tualatin School and a volunteer within parent support organizations and The Foundation for Tigard Tualatin Schools. She sees the negative impact of homelessness on student success and shares with others, her sense of urgency around solving the homelessness issue by educating people about the real face of homelessness and the needs of homeless families. Karen pairs her experience in event coordination, fundraising and non-profit volunteering with FPTV's need for organizational and technical support services that help us host successful meetings and fundraising events. She supports the opportunities that FPTV can offer homeless students and is passionate about FPTV and its possibilities. Karen is also the FPTV Host Site Coordinator for Tigard United Methodist Church.



Beth Schulke comes from the world of systems and supports. As a member of the Leadership Team, she applies her three decades of Federal procurement, research and contract experience to our grant tracking program and goes a little further to supports our grant writing. Beth has a long history of volunteering with the Boy Scouts of America, providing leadership, training and directing community activities and is a Stephen Minister at Tualatin Presbyterian Church serving as a care giver for those in need. The top priorities in her life are supporting children, family and giving back to her community. Beth has a BS in Business Administration from the University of Phoenix and a Master Certificate in Government Contract Administration from George Washington University.



Date:
July 30, 2018

Person to contact/ID number:
Mr. Molloy – ID# 0203248

Contact telephone number:
877-829-5500

MICHAEL MCINNIS 16430 SW 93RD AVE TIGARD OR 97224

Dear Sir or Madam:

We're responding to your letter dated November 14, 2017, requesting copies of the determination letter for Family Promise of Tualatin Valley.

Your copies are enclosed.

If you have questions, you can contact the person listed above.

Sincerely,

Stephen A. Martin

Director, Exempt Organizations

stephen a martin

Rulings and Agreements

Enclosure: Your Copies INTERNAL REVENUE SERVICE P. O. BOX 2508 CINCINNATI, OH 45201

Date: | | 1 3 2017

FAMILY PROMISE OF TUALATIN VALLEY 9000 SW DURHAM ROAD TIGARD, OR 97224

Employer Identification Number: 81-5297091 DLN: 17053156326007 Contact Person: CARLY D YOUNG ID# 31494 Contact Telephone Number: (877) 829-5500 Accounting Period Ending: December 31 Public Charity Status: 170(b)(1)(A)(vi) Form 990/990-EZ/990-N Required: Effective Date of Exemption: April 24, 2017 Contribution Deductibility: Addendum Applies: No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

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If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

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For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

FAMILY PROMISE OF TUALATIN VALLEY

Sincerely,

stephen a. marion

Director, Exempt Organizations Rulings and Agreements



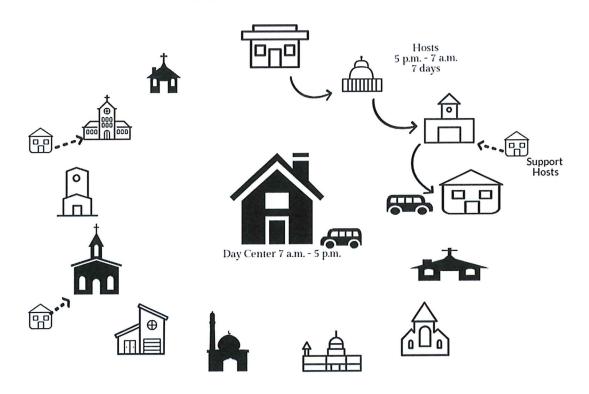
Attachment D

City of Tualatin Outside Agencies Grant Application

Use of Rotating Hosts and Day Center

Hosting FPTV Families

5 pm Sunday - 7 am Sunday Meals, Fellowship, Community Safe, Comfortable Sleeping Space 13 Rotating Hosts 3-5 Families at one Time 1 Sustainable Program



Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #47

Submission information-

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Mon, 07/15/2019 - 1:18pm

73.25.86.211

Agency Contact Information –

Agency Name

East Washington County Partnership Council Inc., DBA Good Neighbor Center

Address

11130 SW Greenburg Road

City

Tigard

State

OR

Zip Code

97223

Contact Name

Renee Brouse

Contact Telephone Number

5034436084

Contact Email Address

rbrouse@goodneighborcenter.org

Agency Request Information —

Request

\$7,500

What is the Request for?

The requested amounts are for operation funds for the Children's Program; we are the only Housing First Family Homeless Shelter in East Washington County and we rely on community support. GNC operates a robust program for the kids that call the shelter home as well as the students in our housing program during the summer. Our services include a full time dedicated Resident Youth Specialist who is the liaison between the kids, parents and the schools. He makes sure the children are registered for school within the first 72 hours. We have a strong after school program that provides homework assistance, healthy snacks and mentoring. During the summer we offer a full day summer school complete with academics, healthy eating, physical fitness, arts and field trips. We also host a number of craft, game and movie nights for

7/15/2019 Submission #47

the kids. It is important to us that the kids can learn, grown and thrive in an environment they did not create.

We are also responding to a gap in our services: child care. A barrier for our parents is child care, specifically affordable care. This program addition will provide care for the children so that the parents can search for employment or work while in living in shelter.

Describe the Agency's Mission

The mission of Good Neighbor Center is to provide safe, emergency housing with supportive empowering services for homeless families. We believe in providing a hand up not a handout. This philosophy is shown through the promotion of self sufficiency and can be seen through the services we offer which include case management, housing and employment assistance, and educational programs for parents and the children.

What Group of Citizens in Tualatin Does Your Organization Target? Homeless families

What Types of Services will be Provided in the Funding Request Year?

A full time Resident Youth Specialist who offers support to the children in shelter and is the liaison with the school district. We offer a strong after school program and a robust summer school program. We have a back pack/school supply/shoe program to make sure the kids are well equipped for the school year and a cold weather drive where we collect coats, hats and gloves to keep the kids warm during the winter.

New this year is the launch of a child care program to provide safe child care for the families in shelter - this will help alleviate a barrier to employment.

How Many Tualatin Residents will be Served?

GNC can house up to 9 families or roughly 45 people at a time and 12 families in our housing program. Annually we serve 75-100 families.

What Percentage of Your Program is Dedicated to Service in Tualatin?

Good Neighbor Center serves principally East Washington County of which Tualatin is included. The poverty rate in Tualatin according to data collected in 2017 is 11% or 3,000 people. In fiscal year 2018-2019 we served 26 people from Tualatin or 10% of the those sheltered at GNC.

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

City of Tigard
City of Beaverton
Washington County Serial Levy
Emergency Shelter Grant
Emergency Food and Shelter Grant
Housing and Urban Development Grant

Agency Organizational / Financial Information -

Please Submit Your Budget Information gnc budget 2019-2020 with adds.xlsx [2]

Please Submit Your Board Information board roster 2019-20.docx [3]

7/15/2019 Submission #47

Please Submit a Copy of Your 501(c)3 cert.

501c3.pdf [4]

Other Attachments

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46263

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/gnc_budget_2019-2020_with_adds.xlsx
- [3] https://www.tualatinoregon.gov/system/files/webform/board_roster_2019-20.docx
- [4] https://www.tualatinoregon.gov/system/files/webform/501c3.pdf

Good Neighbor Center 2019/2020 Budget Plan Overview with additional RSS and MC

Draft June 12, 2019

		2	Diait Julie 12, 2015	CTO.				
	Budget	Actual	Projected	Forecast	Budget Draft	Current Year		
REVENUES	FY 2018-2019	4/30/2019	May/Jun-19	FY2018-2019	FY 2019-2020	85. 2015/ 2020 Budget Plan	% Change	
Washington Cty Serial Levy	289,809.00	292,443.00		292,443.00	297,054.00	4,611.00	1.58%	
Wash County Maint Funds	15,000.00	15,000.00		15,000.00	15,000.00		0.00%	
ESG (COUNTY/CAO)	20,000.00	19,120.80		19,120.80	i i	(19,120.80)	-100.00%	
EFSP (CAO)		21,645.00		21,645.00	21,645.00		0.00%	
SHAP (CAO)	140,694.00	76,374.79	95,484.21	171,859.00	171,000.00	(859.00)	-0.50%	
HUD Grant	30,584.00	19,385.71	2,635.00	22,020.71	30,584.00	8,563.29	38.89%	
CDBG County Grant	15,547.00	14,048.64		14,048.64		(14,048.64)	-100.00%	
City of Beav (CDBG)(City)	21,333.00	14,755.52	6,577.48	21,333.00	22,000.00	00.799	3.13%	
City of Beav (Soc Serv)	10,000.00	5,000.00		5,000.00	•	(5,000.00)	-100.00%	
City of Tigard	6,500.00				6,900.00	6,900.00	#DIV/0!	
City of Tualatin	4,500.00	4,500.00		4,500.00	4,500.00	•	0.00%	
Private Donations	90,000.00	83,763.03	6,236.97	90,000.00	90,000.00		0.00%	
General Foundation Grants	30,000.00	108,974.21		108,974.21	50,000.00	(58,974.21)	-54.12%	
Building Fund		-			•	•	#DIV/0!	
Fundraising Events	35,000.00	38,333.08		38,333.08	50,000.00	11,666.92	30.44%	
Children's Program Donations	2,500.00	1			2,500.00	2,500.00	#DIV/0!	
Interest Income	200.00	1,605.08		1,605.08	1,000.00	(605.08)	-37.70%	
Pathway Home Fund	24,000.00	12,500.00		12,500.00	24,000.00	11,500.00	92.00%	
Project Homeless Connect	1			-	•		#DIV/0!	
Designated Use-Donations	1,000.00	2,760.43		2,760.43	1,000.00	(1,760.43)	-63.77%	
SAIF Dividend	1,500.00	3,482.09	•	3,482.09	3,400.00	(82.09)	-2.36%	
Other Income	2,000.00	4,706.94		4,706.94	1,000.00	(3,706.94)	-78.75%	
Health Care Credit	4,032.00	1			•		#DIV/0!	
General Online Donations	8,000.00	28,844.71		28,844.71	25,000.00	(3,844.71)	-13.33%	
Total Revenues	752,199.00	767,243.03	110,933.66	878,176.69	816,583.00	(61,593.69)	-7.01%	
EXPENSES								
Wages	432,166.00	366,753.43	37,000.00	403,753.43	468,894.00	65,140.57	16.13% A	16.13% Added RSS support @30.5 hours a week
PTO Expense	4,536.00	9,973.84		9,973.84	7,500.00	(2,473.84)	-24.80%	
Payroll tax expense	41,000.00	36,220.46	2,000.00	38,220.46	60,956.00	22,735.54	59.49%	
Medical/Dental/Life	67,042.00	60,696.34	6,700.00	67,396.34	76,000.00	8,603.66	12.77%	
IRA Retirement Plan	8,457.00	4,033.19	2,205.00	6,238.19	8,550.00	2,311.81	37.06%	
Total Personnel Expense	553,201.00	477,677.26	47,905.00	525,582.26	621,900.00	96,317.74	18.33%	
Business Liab/Umbrella Ins	4,990.00	6,567.00	558.00	7,125.00	6,893.00	(232.00)	-3.26%	
Workman's Compensation Ins	7,404.00	2,781.44	867.36	3,648.80	7,452.00	3,803.20	104.23%	
Director & Officer Insurance	3,004.00	2,522.00		2,522.00	2,600.00	78.00	3.09%	
Volunteer Insurance	340.00	340.00	-	340.00	340.00	-	0.00%	
Auto Insurance	1,635.00	1,912.07	173.83	2,085.90	2,361.00	275.10	13.19% R	13.19% Rate increase

3,924.30 24.96%		1,500.00 #DIV/0!	1,282.67 43.04%	(22.39) -4.29%	251.10 14.36%	11,272.55 88.57%	(1,900.34) -43.19%	4	:0/\lambda d= -	12,383.59 55.33%	524.59 13.54%				(356.39) -8.14%		- #DIV/0!	10,106.84 206.55%		6,371.49 13.52%	(7 875 00)		Ħ				219.97 21.36%	200.00 200.00%	735.00 96.08%	(50.98) -1.67%	450.00 #DIV/0!	200.00 #DIV/0I		(1,321.21) -27.40%						
19,646.00		1,500.00	4,263.00	200:00	2,000.00	24,000.00	2,500.00			34,763.00	4,400.00	11.000.00	00.000,6	4,273.00	4,020.00	2,700.00		15,000.00	3,100.00	53,493.00	7.875.00	1.900.00	750.00	4,800.00	200.00	400.00	1,250.00	300.00	1,500.00	3,000.00	450.00	200.00	3 500 00	00.000	26,125.00	26,125.00	26,125.00 500.00	26,125.00 500.00 2,800.00	26,125.00 500.00 2,800.00 3,300.00	26,125.00 500.00 2,800.00 3,300.00
15,721.70			2,980.33	522.39	1,748.90	12,727.45	4,400.34			22,379.41	3,875.41	10.507.22	8,584.73	4,583.49	4,376.39	1,828.96	ı	4,893.16	8,472.15	47,121.51	10.750.00	4,285.43		5,100.00	990.70	487.95	1,030.03	100.00	765.00	3,050.98		1	4,821.21		31,381.30	31,381.30	31,381.30 319.20 1 452 36	31,381.30 319.20 1,452.36	31,381.30 319.20 1,452.36 1,771.56	31,381.30 319.20 1,452.36 1,771.56
1,599.19			365.53	37.40	100.00	4,000.00	300.00			4,802.93	210.00	900:00	1,200.00	391.10	247.83	314.00		1,900.00		5,162.93				450.00		120.00	100.00			500.00			966.00	2000	7,150.00	7,130.00	20000	200.00	200.00	200.00
14,122.51			2,614.80	484.99	1,648.90	8,727,45	4,100.34			17,576.48	3,665.41	9,607.22	7,384.73	4,192.39	4,128.56	1,514.96		2,993.16	8,472.15	41,958.58	10,750.00	4,285.43		4,650.00	990.70	367.95	930.03	100.00	765.00	2,550.98			3,855.21	29.245.30		319.20	319.20	319.20 1,252.36	319.20 1,252.36 1,571.56	319.20 1,252.36 1,571.56
17,373.00	200:00	1,500.00	2,700.00	600.00	6,500.00	24,000.00	1,750.00			37,550.00	4,500.00	10,500.00	8,200.00	4,000.00	3,000.00	2,700.00	820.00	15,000.00	3,100.00	51,820.00	00.089,6	1,900.00	750.00	4,800.00	200.00	400.00	1,250.00	300.00	1,500.00	4,000.00	450.00	200.00	2,700.00	28,130.00		200.00	500.00 1 990 DD	500.00 1,990.00	500.00 1,990.00 2,490.00	500.00 1,990.00 2,490.00
Total Insurance Expense	Shelter Food Program	Childrens Program	Equipment Lease	Offsite Storge	Client Assistance Expenses	Pathway Home Fund Expense	Transition Housing Assistance	Project Homeless Connect Exp.	Drug Testing	Total Program Expenes	Heat	Electric	Water/Sewer	Refuse	Telephone/Internet	Cell Phone Reimburse	Floor & Carpet Care	County Maintenance Funds Used	Facility Maintenence Costs	Total Facility Expenses	Financial Audit & Tax Returns	Office Supplies	Office Equipment	Bookkeeping Services	Online Donation Charges	Bank & Direct Deposit Fees	Automotive Expense	Licenses & Taxes	Dues & Subscriptions	Staff Training	Board Expenses	Business Meals	Business Travel Expense	Total Administration Expenses		Volunteer Recognition	Volunteer Recognition Staff Recognition	Volunteer Recognition Staff Recognition Total Volunteer Expanses	Volunteer Recognition Staff Recognition Total Volunteer Expenses Printing	Volunteer Recognition Staff Recognition Total Volunteer Expenses Printing

4,873.56 - 4,873.56 6,500.00 1,626.44 33.37% 2,679.62 380.00 3,059.62 1,200.00 (1,859.62) -60.78%	712.00 10,658.01 12,300.00	- 1,000.00 #DIV/0! 709.05 1,000.00 290.95 41.03%	709.05 - 709.05 2,000.00 1,290.95 182.07%	306.75 62,518.05 655,324.80 773,527.00 118,202.20 18.04%	791.28 48,415.61 222,851.89 43,056.00 (179,795.89) -80.68%	310.70 2,628.42 32,389.00 35,000.00 2,611.00 8.06%	CC 600 CC C
	11,140.00 9,946.01			703,704.00 592,806.75	48,495.00 152,791.28	35,000.00 28,910.70	12 405 00 112 000 50

By adding a Development and Communications Coordinator \$20.00 per hour @ full time with benefits \$41600 wages, taxes \$5408, insurance \$7370, IRA \$1248 = \$55, 626
\$20.00 per hour @ 30 hours a week \$31200, taxes \$4056 = \$35,256
Must be cost neutral: Revenue would have to be \$870,309 to support Full time or \$849,939 to support part time

East Washington County Shelter Partnership Council, Inc. dba Good Neighbor Center Board of Directors 2019-20

Name/Address

Ellen Sutton

13683 SW Tamaway Lane

Tigard, OR 97223

(917) 697-9847 (cell)

suttonellen@yahoo.com

Steve Schmitt, Vice Chair

PO Box 2053 Tualatin, OR 9706

(503) 281-0055 (work)

srs@bisnett.com

David Aldridge

8861 SW Commercial St.

Tigard, OR 97223

(503) 639-2340 (work)

AldridgeDavid@gmail.com

Thomas Heger, Secretary

10580 SW 161st Ct.

Beaverton, OR 97007 (816) 309-8264 (cell)

tom.heger@jedunn.com

Shannon Moxley

12360 SW James Street

Tigard, OR 97223

(503) 590-5176 (cell)

smoxley@frontier.com

Jason Werts, Chair

9515 SW 151st Ave.

Beaverton, Oregon 97007

(503) 423-8862 (work)

(503) 347-0280 (cell)

Dean Williams

13285 SW Yale PI

jwerts@unitusccu.com

Affiliation

Term Ends

Attorney-at-Law

6/30/2022 (Director)

Joined the board May of 2012

Legal

Bisnett Insurance

Insurance – CLU

6/30/2021(Officer)

6/30/2022 (Director)

Been on the board 10 plus years

Insurance

Aldridge & Associates

6/30/2020 (Director)

Business Brokers

Joined the board in November of 2015

Volunteer extraordinaire

J. E. Dunn Construction

6/30/2020 (Officer)

Vice President-Operations

6/30/2022 (Director)

Joined the board in September of 2016

Contruction

Certified Public Accountant

6/30/2021 (Director)

Joined the board in June of 2015

Brother is homeless/accounting

Unitus Community C. U.

Chief Operating Officer

Joined the board in 2014

6/30/2020 (Director)

6/30/2021(Officer)

Banking/operations

Washington Trust Bank

6/30/2021 (Director)

Retired

Been on the board 10 plus years

Banking

Tigard, OR 97223 (503) 708-8537 (cell) deanw353@gmail.com Randy Mifflin 15729 SW Willow Court Sherwood Oregon 97140 971-226-4695 rmifflin@msn.com

Greg Spear, Treasurer 6117 SW 67th Place Portland, OR 97223 831.585.8191 gspear@unitusccu.com

Nicole Wolfer, Director 910 S. Pacific Street Newberg, OR 97132 503.684.1880 nicolewolfer@gmail.com

Bethany Pflug, Director 16115 SW 1st, #303 Sherwood, OR 97140 503.551.7588 beth@resonatecc.com

Jamie Stasny 7015 NE Earlwood Road Newberg, OR 97132 503-752-5807 jamiem@metlandgroup.com

Sean Heaton 22051 Rosemont Ridge West Linn, OR 97068 503-908-1557 heatonres@gmail.com

Liliana Villalba 14218 SW 112th #1 Tigard, OR 97224 971-901-5352 sandovalilz1026@gmail.com Community Services Supervisor 10/2021 (Director)
Washington County, Disability, Aging and Veteran
Services
Joined the board in October of 2017
Washington County Partner

CFO 01/2021 (Director)
Unitus CCU 06/2020 (Officer)
Joined the board in January of 2018

9/2022 (Director)

Joined the board in September of 2018
Development

Fund Development

Visiting Assistant of Education 9/2022 (Director) George Fox Joined board in September of 2018 Education

Director of Long Range Planning 1/2023 (Director) Metropolitan Land Group Joined board in January 2019 Land Acquisition/Housing

Senior Vice President 1/2023 (Director)
Cresa Portland
Joined board in January 2019
Land Aquisition

Housekeeper 1/2023 (Director)
LVI Cleaning Inc
Joined board in January 2019
Formerly Homeless

INTERNAL REVENUE SERVICE P. O. BOX 2508 CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date:OCT 1 9 2004

EAST WASHINGTON COUNTY SHELTER PARTNERSHIP COUNCIL INC 11130 SW GREENBURG RD TIGARD, OR 97223-5433

Employer Identification Number: 93-1269989 DLN: 17053269739054 Contact Person: ERIC J BERTELSEN ID# 31323 Contact Telephone Number: (877) 829-5500 Public Charity Status:

Dear Applicant:

Our letter dated JANUARY 2000, stated you would be exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code, and you would be treated as a public charity, rather than as a private foundation, during an advance ruling period.

170(b)(1)(A)(vi)

Based on the information you submitted, you are classified as a public charity under the Code section listed in the heading of this letter. Since your exempt status was not under consideration, you continue to be classified as an organization exempt from Federal income tax under section 501(c)(3) of the Code.

Publication 557, Tax-Exempt Status for Your Organization, provides detailed information about your rights and responsibilities as an exempt organization. You may request a copy by calling the toll-free number for forms, (800) 829-3676. Information is also available on our Internet Web Site at www.irs.gov.

If you have general questions about exempt organizations, please call our toll-free number shown in the heading between 8:00 a.m. - 6:30 p.m. Eastern Time:

Please keep this letter in your permanent records.

Sincerely yours,

Lois G. Lerner

Director, Exempt Organizations

Rulings and Agreements

8/26/2019 Submission #45

Published on *The City of Tualatin Oregon Official Website* (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #45

-Submission information-

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Wed, 06/19/2019 - 1:48pm

96.65.217.105

Agency Contact Information –

Agency Name

Meals on Wheels People

Address

7710 SW 31st Avenue

City

Portland

State

Oregon

Zip Code

97219

Contact Name

Julie Piper Finley

Contact Telephone Number

503-953-8136

Contact Email Address

julie.piperfinley@mowp.org

Agency Request Information -

Request

We are requesting \$1,000 to support the senior nutrition program at the Juanita Pohl Center in Tualatin.

What is the Request for?

Funds will be used to provide meals to homebound elderly who receive Meals on Wheels as well as meals for those who dine at the Juanita Pohl Center.

Describe the Agency's Mission

We enrich the lives of seniors, and assist them in maintaining independence, by providing nutritious food, human connections and social support. We also use our expertise and capacity to serve other nutritionally at-risk populations.

What Group of Citizens in Tualatin Does Your Organization Target?

8/26/2019 Submission #45

Meals are available to anyone age 60 or older who lives in Tualatin. Mobile seniors are encouraged to come to the Juanita Pohl Center for a nutritious lunch with choice of entrée on weekdays. Homebound elderly are eligible for Meals on Wheels delivery.

What Types of Services will be Provided in the Funding Request Year?

Meals on Wheels provides nutritious meals to older adults in Tualatin.

How Many Tualatin Residents will be Served?

Over the past year we have served and delivered 21,000 meals to more than 400 Tualatin seniors.

What Percentage of Your Program is Dedicated to Service in Tualatin? 100%

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

We receive about 39% of our annual operating funds from Older Americans Act funding, The rest is fundraised from foundations, corporations, service and faith organizations as well as individual donors. The only other government funding source we are soliciting for the Juanita Pohl Nutrition Program is the City of Tualatin.

Agency Organizational / Financial Information

Please Submit Your Budget Information

tualatin_annual_budget_2019.pdf [2]

Please Submit Your Board Information

board of directors with bios 2018-19.pdf [3]

Please Submit a Copy of Your 501(c)3 cert.

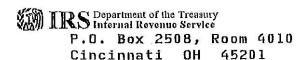
501 c 3 irs determination letter.pdf [4]

Other Attachments

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46173

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/tualatin_annual_budget_2019.pdf
- [3] https://www.tualatinoregon.gov/system/files/webform/board_of_directors_with_bios_2018-19.pdf
- [4] https://www.tualatinoregon.gov/system/files/webform/501 c 3 irs determination letter.pdf



In reply refer to: 4077550279 Feb. 08, 2013 LTR 4168C 0 93-0584318 000000 00 00027058

BODC: TE

MEALS ON WHEELS PEOPLE INC PO BOX 19477 PORTLAND OR 97280-0477



008407

Employer Identification Number: 93-0584318
Person to Contact: Sophia Brown
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Nov. 19, 2012, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in June 1971.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

4077550279
Feb. 08, 2013 LTR 4168C 0
93-0584318 000000 00
00027059

MEALS ON WHEELS PEOPLE INC PO BOX 19477 PORTLAND OR 97280-0477

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

lindy Thomas

Manager, EO Determinations



Board of Directors 2018-2019

Executive Committee:

TAWNIE NELSON, President

President
First Interstate Bank
888 SW Fifth Avenue, Suite 1000
Portland OR 97204
503.702.1009 (c)

Email: tawnie.nelson@fib.com

Works with three community bank presidents to coordinate banking store team members' strategy to serve small business owners throughout Oregon and Southwest Washington. Attended Pacific Coast Banking School at University of Washington. Volunteer for Clark County Food Bank, Oregon Food Bank, American Cancer Society, Habitat for Humanity and Junior Achievement.

SARAH JOANNIDES, 1ST VICE PRESIDENT

11015 NW Copeland Street Portland OR 972129 Tel: 503.314.6882 (c)

Email: sarahi3@comcast.net

Received BA in Business Administration at University of Washington; MBA in Marketing and International Business from NYU. Former Director of Business Planning for New Seasons Market. Volunteer for Taste of the Nation/Share our Strength and Meals on Wheels driver since 2007.

SCOTT CHRISTIANSON, 2ND VICE PRESIDENT

Investment Advisor, Ferguson Wellman 888 SW Fifth Avenue, Suite 1200 Portland OR 97204

Tel: 503.226.1444 (w) 503.898.0155 (c)

Email: Christianson@fergwell.com
Bachelor's degree in business administration,
finance and information management systems
from Oregon State University. Financial planning
certification program from Texas A&M University.
Volunteer for Security Traders Association of
Portland, Financial Planning Association of Oregon
and SW Washington. Serves on Finance
Committee.

ASHLEY OSTEN, TREASURER

Moss Adams LLP 805 SW Broadway, Suite 1200 Portland OR 97205

Tel: 503.478.2251 (w) 208.301.1687 (h) Email: ashely.osten@mossadams.com
Bachelor's degree from University of Idaho. Member of ALPCA and Oregon Society of CPAs. Volunteer on the Finance Committee.

DAVID VAN SPEYBROECK, Secretary

Attorney/Partner, Sussman Shank LLP 1000 SW Broadway, Suite 1400 Portland OR 97205

Tel: 503.972.4254 (w) 971.409.3291 (c)

Email:

dvanspeybroeck@sussmanshank.com

JD from Boston University School of Law, Bachelor's degree from Hamilton College. Practiced law for 25 years in commercial litigation. Former board member for Children's Relief Nursery, Oceanside Protection Society, Oregon Association Against Arson. Volunteer for Hands On Portland, Union Gospel Mission, Crime Commission Board. Member of Portland Rotary. Meals on Wheels driver.

DAVID DRINKWARD, PAST President

Assistant General Counsel, Business Systems Manager, Hoffman Construction 805 SW Broadway, Suite 2100 Portland OR 97205

Tel: 503.221.8915 (w) 503.351.6076 (c) Email: david-drinkward@hoffmancorp.com Received BA in Psychology from Linfield College and J.D. from Willamette University College of Law. Worked as Residential Treatment Counselor for Christie School and Project Staff for Stoel Rivers, LLP. Volunteered at Christie School, current Board Member/Vice President of Constructing Hope Pre-Apprenticeship Program, currently enrolled in the Portland Business Alliance's Leadership Portland Program.

Directors at Large:

KATE ARMSTRONG

Vice President, Global Integrated Media NIKE

One Bowerman Drive, JR-2 Beaverton OR 97005

Tel: 503.532.1631 (w) 503.333.6731 ©

Email: katarm@gmail.com

Bachelor's degree from Wellesley College. Formerly Senior Marketing Director for Nike Women in North America, North American Marketing Director for Running and Nike Canada Marketing Director. Previous work with W&K and media planner in New York City.

JANET BEAN

12385 SW Morning Hill Road Tigard OR 97223 Tel: 503.320.0050 (c)

Email: bean.janet@gmail.com

Retired HR Director for Beaverton Foods. Social Sciences major at Cal Poly Pomona. Volunteer for Parent Teacher Organization, committee member for Beaverton Schools, HR sub-committee for Fruit & Flower Day Care Center, Oregon Humane Society. Meals on Wheels volunteer and steering committee member at Hillsboro Center.

BETH BIGGS

Vice President of Operations Consonus Health 4560 SE International Way, Suiter 100 Milwaukie OR 97222 Tel: 971.206.5100 (w)

Email: bbiggs@consonushealth.com
Master of Public Administration from Portland State
University and Bachelor's degree in Social Work
from Minnesota State University. Member Health
Insight Oregon Board of Trustees and Oregon
Patient Safety Commission Board of Directors.

ROBYN BREWER

Vice President & Senior Trust Officer, MUFG Union Bank N.A. 407 SW Broadway Portland OR 97205

Tel: 503.225.2935 (w) 503.522.6948 (c) Email: robyn.brewer@unionbank.com
Bachelor's degree in history and psychology from
Portland State University. Past board membership
with Raphael House, Hearing & Speech Institute,
Broadway Rose Theater. Assists with resettlement
of Iraqi refugees in Portland. Delivered ValentineA-Grams for several years.

TODD COFFMAN

Project Executive, Rosendin Electric 2925 NW Aloclek Drive, Suite #170 Hillsboro OR 97124

Tel: 503.615.8189 (w) 971.762.7925 (c)

Email: tcoffman@rosendin.com

Portland Community College. Air crewman and aviation anti-submarine warfare operations for US Navy. Member of Oregon Society of Healthcare Engineers and Legacy Emanuel Wishes on Wheels. Volunteers as Meals on Wheels driver.

JIMMY CRUMPACKER

Fleming Oil Fund 0836 SW Curry Street, unit 1302 Portland OR 97239

Tel: 202.427.6237 (h)

Email: <u>Jimmy.crumpacker@gmail.com</u>
Bachelor's degree in government from
Georgetown University. Member of board of
directors for Oregon Ballet Theatre. Meals on
Wheels driver for Tigard Center.

NENGIMOTE DIRIYAI

Wells Fargo 3822 SE McKenzie Avenue Hillsboro OR 97123

Tel: 503.293.2361 (c)

Email: Nengimote.d@gmail.com

Master's degree in Law & Technology, Tilburg University, The Netherlands, Bachelor's degree in Law, University of Benin, Nigeria. Former attorney. Volunteer service includes Oregon Women

Lawyers, Slum 2 School.

KRISTEN ERBES

Cambia Health Solutions 4131 SE Cooper Street Portland OR 97202

Tel: 503.516.2921 (c) 503.525.6522 (w) Email: Kristen.erbes@cambiahealth.com
BS, Syracuse University, MA and PhD, University of
Hawaii. Chief Privacy Officer for Cambia Health
Solutions. Formerly deputy ombudsman for City of
Portland. Former board member for Rose Haven.

JULIE FRANTZ

2379 NW Quimby Street Portland OR 97210 Tel: 503.701.0582 (c)

Email: <u>mutrrantz@gmail.com</u>

BA, Stanford University; JD, Lewis & Clark Law School. Retired Multnomah County Circuit Court Judge. Previously litigation attorney, metropolitan public defender and adjunct professor at Lewis & Clark Law School. Volunteer service includes Habitat for Humanity board member, I Have a Dream Foundation board member, National Association of Women Judges, Lewis & Clark Law School Board of Visitors. Meals on Wheels driver since 1995.

ARNIE GARDNER

3265 NW Bauer Woods Drive Portland OR 97229 Tel: 503.806.3751

Email: arniegardner@gmail.com

Retired CPA from Nike. Previously with Coopers & Lybrand. BS from Oregon State University. Former board member with Oregon Food Bank and currently on the board for Partners for a Hunger Free Oregon. Delivers Meals on Wheels for Beaverton Center.

TIM KALBERG

Perkins & Co. 1211 SW 5th Ave, Suite 1000 Portland, OR 97204

Tel: 503.221.7511(w) 503.997.7511(c) Email: tkalberg@perkinsaccounting.com

BS in Business Accounting from Montana State University. Formerly with KPMG in Billings, Montana. Member of AICPA and OSCPA, board member of Riverbend Youth Services. Volunteer for various charitable events.

CLAUDIA KNOTEK

New Seasons Market 1300 SE Stark, Suite 400 Portland OR 97214

Tel: 503.473.8714 (w) 503.901.9869 (c) Email: claudiak@newseasonsmarket.com BS from University of Arizona. Community Relations Manager for New Seasons Market. Formerly with Kitchen Kaboodle and Bang-Knudsen. Volunteer experience with Oregon Food Bank, Portland Homeless Family Solutions, Community Warehouse and Friendly House. Has delivered meals for more than 15 years and volunteered for several MOWP events.

MARCUS LAMPROS

2357 NW Irving Street Portland OR 97210 Tel: 971.221.3697 (c)

Email: mlampros@alliance-steel.com
BS in business from Oregon State University. Past
president of Steel Service Center Institute of
Oregon; past Board member of the Sellwood
Improvement League, past chair of the Oaks
Pioneer Church Committee. Delivers Meals on
Wheels, served on Spring Luncheon Committee,
Nominating Committee, Chair of Marketing
Committee.

AMY MALAGAMBA

2nd Vice President Corporate Communications, The Standard 1100 SW Sixth Avenue Portland OR 97204

Tel: 971.321.2087 (w) 503.635.6317 (c) Email: amy.malagamba@standard.com
Bachelor's degree in Speech Communication from State University of New York. More than 30 years of experience in communications, including internal, corporate, executive marketing and investor relations. Former board member with Lake Oswego Little League, Clackamas Women's Center.

LUCY SAVITZ

Kaiser Permanente NW 3800 N Interstate Avenue Portland OR 97227

Tel: 503.335.3377 (w) 919.740.4446 (c)

Email: lucy.a.savitz@kpchr.org

PhD from University of North Carolina at Chapel Hill, MBA and BSBA from University of Denver. VP of Health Research and Director of Health Research Oregon\Hawaii for Kaiser Permanente NW. Volunteer experience with Academy Health, CMS. Ronald McDonald House.

ERNIE STALEY

3804 NE Davis Street Portland OR 97232

Tel: 503.234.3597(h) 503.333.3519 (c) Email: Email: e3staley@gmail.com

BS from Oregon State University, MLA Government at Harvard University Extension, Architecture at University of New Mexico. Served in US Air Force for seven years. Former board member and chair of Old Church. Meals on Wheels volunteer for 10 years and member and chair of Elm Court Center Steering Committee.

ARLENE **V**ILLANUEVA **U**NVERZAGT

The Maribal Group 3644 SW 48th Avenue Portland, OR 97221 Tel: 415.531.4165 (c)

Email: Arlene.unverzagt@gmail.com

BS from San Jose State University. Co-founder of The Maribal Group where she provides strategic business and marketing advisory services to small and medium-sized businesses. Arlene is co-founder of the Youth Charity League, and has served on the fundraising committee for Bradley Angle.

STEVE WATTS

Summit Bank 1155 SW Morrison, Suite 306 Portland, OR 97205

Tel: 503.618.8122 (h) 503.310.3604 (c)

Email: swatts@sbkobank.com

Master's degree in banking from Pacific Coast Banking School, Bachelor's degree in business management and finance from Oregon State University. Past chair of Rotary Club of Portland, former treasurer for Oregon Council on Economic Education, former Junior Achievement volunteer. Delivers meals for Flm Court Center.



Meals on Wheels People

Annual Budget

Cost Center 410 Tualatin

Unaudited

Revenue: Government: Older Americans Act Medicaid NSIP (formerly USDA) Local Governments Participant Contributions Congregate Participant Contributions Home Delivered Participant Contributions Home Delivered Pondraising: Donations Direct Solicitation Direct Solicitation Participant Contributions Home Delivered Pondraising Donations Direct Solicitation Direct Solicitation Product Sold Interest earned and other investment earnings In-kind contributions (net) Total revenue Expenses: Personnel: Salaries and wages Payroll taxes and benefits Program meals MOW Supplies Professional services Uspplies Professional services Printing Insurance Office Supplies Profice Sup		Approved
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	Program Operations	29,942
Total Expenses 203,022	·	
<u></u>	Total Expenses	203,022

6/19/2019 Submission #45

Meals are available to anyone age 60 or older who lives in Tualatin. Mobile seniors are encouraged to come to the Juanita Pohl Center for a nutritious lunch with choice of entrée on weekdays. Homebound elderly are eligible for Meals on Wheels delivery.

What Types of Services will be Provided in the Funding Request Year?

Meals on Wheels provides nutritious meals to older adults in Tualatin.

How Many Tualatin Residents will be Served?

Over the past year we have served and delivered 21,000 meals to more than 400 Tualatin seniors.

What Percentage of Your Program is Dedicated to Service in Tualatin? 100%

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

We receive about 39% of our annual operating funds from Older Americans Act funding, The rest is fundraised from foundations, corporations, service and faith organizations as well as individual donors. The only other government funding source we are soliciting for the Juanita Pohl Nutrition Program is the City of Tualatin.

Agency Organizational / Financial Information

Please Submit Your Budget Information

tualatin annual budget 2019.pdf [2]

Please Submit Your Board Information

board of directors with bios 2018-19.pdf [3]

Please Submit a Copy of Your 501(c)3 cert.

501 c 3 irs determination letter.pdf [4]

Other Attachments

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46173

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/tualatin annual budget 2019.pdf
- [3] https://www.tualatinoregon.gov/system/files/webform/board of directors with bios 2018-19.pdf
- [4] https://www.tualatinoregon.gov/system/files/webform/501_c_3_irs_determination_letter.pdf

8/12/2019 Submission #50

Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #50

Submission information-

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Sun, 08/11/2019 - 10:25pm

50.53.153.215

Agency Contact Information-

Agency Name

Neighbors Nourishing Communities

Address

17660 SW Shawnee Trail

City

Tualatin

State

Oregon

Zip Code

97062

Contact Name

Chad Darby

Contact Telephone Number

503-523-7142

Contact Email Address

neighborsnc@gmail.com

Agency Request Information -

Request

\$2,500

What is the Request for?

Educational supplies, tools, seeds, growing medium, raised bed maintenance, garden space rentals, and construction of a greenhouse.

Describe the Agency's Mission

To strengthen communities and reduce hunger through gardening.

What Group of Citizens in Tualatin Does Your Organization Target?

All citizens. We provide education, seeds, plants, and supplies to anyone for free if they are willing to join us in growing produce. We allow all gardeners to keep 80% of what they produce and we ask that they donate 20% for families in need. We teach classes at the Tualatin Library

8/12/2019 Submission #50

and at Bridgeport Elementary school. We also have gardening programs for students at MITCH Charter School and seniors at Brookdale River Valley Tualatin.

What Types of Services will be Provided in the Funding Request Year?

Plants, seeds, and education. We are also building a commercial greenhouse at Bridgeport Elementary School to serve the students there with fresh produce. Bridgeport donated 867 lbs of their garden produce to the Tualatin Schoolhouse Pantry last year as well as serving students. We will also be providing our garden club for senior residents at Brookdale and we will continue to work with students in their gardening program at MITCH Charter School. Those students raise almost 800 plants for our annual plant handout.

How Many Tualatin Residents will be Served?

We have 50 volunteer gardeners, businesses, and institutions this year (2019). Sixteen of those volunteers are from outside of Tualatin, but most are nearby and contribute to Tualatin Schoolhouse Pantry. However, we also serve all the participants of Tualatin Schoolhouse Pantry. We support students at two Elementary schools in Tualatin and all of the seniors that wish to participate at Brookdale. I would estimate we are reaching about 1,000 citizens in one form or another, but our program potentially offers free gardening to all residents of Tualatin, which we think is extremely unique among cities.

What Percentage of Your Program is Dedicated to Service in Tualatin?

Greater than 95%. We have a few gardeners outside Tualatin that may be donating to other food pantries at times, but the vast majority of donations (over 99%) are donated in Tualatin, with almost all of those donations going to Tualatin Schoolhouse Pantry. All of our school and senior garden club activities are in Tualatin.

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

We have a grant on hold with the Tualatin Rotary to help pay the construction costs of the Bridgeport Elementary School greenhouse project. The value is \$10,000 and we included that in our projected budget.

Agency Organizational / Financial Information-

Please Submit Your Budget Information

2019-2020_budget.docx [2]

Please Submit Your Board Information

board_members_2019-2020.docx [3]

Please Submit a Copy of Your 501(c)3 cert.

501c3_cert.docx [4]

Other Attachments

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46369

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/2019-2020_budget.docx
- [3] https://www.tualatinoregon.gov/system/files/webform/board_members_2019-2020.docx
- [4] https://www.tualatinoregon.gov/system/files/webform/501c3 cert.docx

Operating Budget 2019-2020	
	2019-2020
	(Projected Year-End)
<u>Revenue</u>	
Cash (starting balance)*	\$33,921
Resident Donations (cash)	\$200
Business Donations (cash)	\$10,000
City of Tualatin Grant	\$2,500
Total Cash Starting and Received	\$46,621
Donated Material	
Victory Seeds (donated seeds)-estimated	\$125
New Seasons (donated seeds)- estimated	\$100
Total Value of Cash and Donations	\$46,845
Expense	
Oregon Business Filings	\$ 100
Seeds/Plants	\$650
Community Garden Space Rental for low income families	\$0
Supplies for classes, tools	\$800
Administrative costs/supplies	\$500
Greenhouse construction	\$44,000
Total Expenses	\$46,050
Year-end balance	\$795

Board Member				
Name	Board Position	Occupation	Address	Phone Number
Chad Darby	Director/Chairman	Air Quality Consultant/Engineer	17660 SW Shawnee Trail, Tualatin, OR 97062	503.523.7142
Robert Kellogg	Director	Attorney	9412 SW Arikara Drive, Tualatin, OR 97062	971.235.6908
Frank Bubenik	Director	IT Consultant	17445 SW 107th Ave., Tualatin, OR 97062	503.692.1544
Caitlin Blood	Director	Skyline Farm Manager	7306 N. Vancouver Ave., Portland, OR 97217	503.475.4271
Evan Weisner	Director	Real Estate Management	23315 Sw Sherk place, Sherwood, OR 97140	503-752-4202
Peggy Fisher	Director	Director of Marketing	22445 SW Chilkat Ter, Tualatin, OR 97062	503.554.4096
Chris Davis	Director	IT Specialist	17910 SW 115th Ave, Tualatin, Oregon 97062	503-267-1589

Non-profit Status

Neighbors Nourishing Communities is a registered non-profit in the State of Oregon. Our application for 501(c)(3) certification was accepted on August 19, 2014. We were approved as a federal income tax exempt 501(c)(3) organization by the IRS as of September 5, 2014.

7/8/2019 Submission #46

Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #46

Submission information -

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified) Mon, 07/08/2019 - 12:16pm

73.96.155.252

Agency Contact Information—

Agency Name

Rebuilding Together Washington County, Inc.

Address

12550 SW 3rd St

City

Beaverton

State

OR

Zip Code

97005

Contact Name

Joan goldhammer

Contact Telephone Number

15036444544

Contact Email Address

rtwc@togwc.org

Agency Request Information

Request

\$2,000 for our Community Alliance for Home Repair Program.

What is the Request for?

To help fund the work we do under the Community Alliance for Home Repair Program that provides free home repairs, rehabilitation and accessibility modifications to under-served homeowners throughout Washington County. All recipients of our free services must meet Portland Primary Metropolitan Statistical Area Low and Moderate Income Standards.

Describe the Agency's Mission

Our mission states "Repairing Homes, Revitalizing Communities and Rebuilding Lives"

What Group of Citizens in Tualatin Does Your Organization Target?

7/8/2019 Submission #46

Low income homeowners who are unable to fund the repairs or accessibility modifications necessary to maintain the safety and health of their homes. While we assist homeowners who meet our income and ownership guidelines; the majority of our clients are seniors, persons with disabilities, families with dependent children or veterans.

What Types of Services will be Provided in the Funding Request Year?

In a typical year 20-25 homes will benefit from the work that is done on their homes under the Community Alliance for Home Repair Program. On the last Saturday for the past 26 years, we gather hundreds of volunteers to repair and rehabilitate between 12-20 homes. Several like projects are completed at other times throughout the year as well, but on a smaller scale; 4-6 homes at each event. Services provided typically include siding repair and exterior painting (to help avoid further deterioration of the home-or avoid possible eviction by the manufactured home park's management because the homeowner could not afford to pay to have their home brought up to park's standards). Stairs and decks are repaired or replaced for safety reasons, wheelchair ramps may be built, extensive yard debris clean -up, egress windows installed, and other similar type repairs that impact the safety and health of the homeowners.

How Many Tualatin Residents will be Served?

We cannot specify because it depends on many variables: the applications we receive from homeowners who meet our eligibility requirements, other applicants with similar needs in other areas of Washington County, our overall funding for this program and our volunteer resources. We have in the past worked on several homes in Tualatin; some with extensive repair needs that could not be addressed by any other means. We are one of the few sources of assistance especially for manufactured/mobile homeowners. Tualatin Rotary has been a partner with us for the last several years.

What Percentage of Your Program is Dedicated to Service in Tualatin?

Unfortunately we are unable to divide our program into service areas due to the reasons listed above. However, we do have a House Sponsorship available to non-profits for \$2,000 (\$3,000 for businesses) that earmarks a home for the sponsors on our National Rebuilding Day on the last Saturday in April. This comes with a prominent sign showing the sponsorship at the home, the logo of the sponsor on the back of tee shirts given to all of our volunteers on that day, a banner displayed at one of our Kick-Off sites the morning of the event with invitations to city officials to speak. There is also the opportunity to bring a team of volunteers to work on the home, under the supervison of a "house captain". We supply a team of other volunteers if desired.

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

City of Beaverton- receive in guarterly increments.

City of Hillsboro-received

City of Forest Grove- approved

City of Tigard - received

-Agency Organizational / Financial Information-

Please Submit Your Budget Information

rev. rtwc line item budget by program 18-19.pdf [2]

Please Submit Your Board Information

fy 18.19 board with addresses.pdf [3]

Please Submit a Copy of Your 501(c)3 cert.

irs name change letter.pdf [4]

Other Attachments

rtwc_history_mision_goals.pdf [5]

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46223

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/rev._rtwc_line_item_budget_by_program_18-19.pdf
- [3] https://www.tualatinoregon.gov/system/files/webform/fy_18.19_board_with_addresses.pdf
- [4] https://www.tualatinoregon.gov/system/files/webform/irs_name_change_letter.pdf
- [5] https://www.tualatinoregon.gov/system/files/webform/rtwc history mision goals.pdf

RTWC Line Item Budget by Program

	Total	100 Homeowner Support/Outreach	200 Critical Repairs	300 Community Alliance Repairs	400 Unrestricted
Revenue			•		
Contributions Individuals	16,000		ı		16,000
Corporations Church/Assn Contributions	13,000	, ,	t i	13,000	1
Businesses	6,000	1	1	000,9	t 1
Public Agency Foundations	28,000	26,000 13 180	7 500	_ 28 500	2,000
Special Events	5,000			- 20,000	5,000
Earned Income Miscellanguis	25,000	r	25,000	1	ŧ
		5,651	r I	1 1	(5,651)
Total cash revenue Total in-kind revenue	\$ 174,580 \$ 100,600	\$ 44,831 \$	\$ 32,500 \$ 10,000	\$ \$ 90,000	\$ 28,349
Total Revenue	\$275,180	\$ 45,431	\$ 42,500	\$ 158,900	\$ 28,349
Evnoncoc				- Control of the Cont	
Staff salary and henefits	110 196	58 977	0 100	70.04	A 00 00
Materials	16,000	1,000	2,000	13.000	
Service	5,000	t	4,000	1,000	, • 6
Labor - Repair	2,600	1	100	2,500	i \$
Volunteer Support Costs Additional Project Costs	4,800	1 1	500	4,300	' •••••
Occupancy	7,500	,		ŧ	
Insurance	3,300	r	ı	r	\$ 3,300
Dues and Licensing	6,050	•	t	200	
Technology	2,500	, ,	1 1	007	1,000
Telecommunications	920	420	ı	200	
Travel and meetings	3,630	2,000	1	1,380	\$ 250
Printing and Marketing	1,500	1,000	•	•	
Bank Fees	1.500	00Z,1 -	1 1	1 1	
Depreciation	150	1	ı	1	9,750
Postage	200	•	1	1	
Special Events	090	ŧ	1	ı	
Expense allocation	ດດດ, ເ	14 482	2 2 3 3 0	C07 N	3,000
Operating Reserves	2,074	(34,248)		21.970	
Total cash expenses		44,			28,349
Total in-kind expenses	\$ 100,600	009	\$ 10,000	\$ 000,000	۱ ده
Total Expenses	275,180	45,431	42,500	158,900	28,349
Revenue over Expenses	1	(0)	0	(0)	0



Keeping Washington County homeowners safe, warm, dry since 1994

Fiscal Year 2018/2019

Board of Directors

Officers

Yessenia Jones – President Branch Manager, Columbia Bank 13045 SW Combine St Beaverton, OR 97008 Phone: (503) 740-8572 Member since June, 2015

Dina Beecher – Vice President
Executive Assistant, Intel Corporation
13562 SW Packard Ln,
Beaverton, OR 97008
Phone: (503) 740-8572

Member since March, 2018

Ted Sedler – Treasurer Engineer, Lam Research 14655 SW Beard Road #204 Beaverton, OR 97007 Phone: (503) 887-1845 Member since February, 2013

Janna Lewis - Secretary
Banker, Bank of the West
23792 SW Scott Ridge Terrace
Sherwood, OR 97140
Phone: 503-327-1024
Member since August, 2018

Directors

Salvador Castañeda Jr. Advisor & Outreach Coordinator, PCC

5175 Southwest 163rd Avenue Beaverton, OR 97007 Phone: 971-303-5151 Member since August, 2018

Amie Fender

Lawyer, State of Oregon 4622 Southeast Bentley Street Hillsboro, OR 97123 Phone: (702) 686-5696 Member since October, 2018

Alex Jones

Corporate Trainer, US Bank 13045 SW Combine St, Beaverton, OR 97008 Phone: 971-570-3323 Member since June, 2015

Louise Steele

Robotics Repair, Intel Corporation P.O. Box 5102 Beaverton, OR 97006 Phone: (503) 313-1118 Member since February, 2018

Brent Wack

Estimator/Superintendent, Bonaventure Senior Living
6719 Devon Avenue Southeast
Salem, OR 97306
Phone: 503-487-7476
Member since September, 2016

OGDEN UT 84201-0046

In reply refer to: 04241057 June 17, 2003 LTR 252C 93-1120908 000000 00 000 . 0506

REBUILDING TOGETHER WASHINGTON COUNTY INC _ 12555 SW 4TH ST BEAVERTON OR 97005-0555554

Taxpayer Identification Number: 93-1120908

Dear Taxpayer:

Thank you for the inquiry dated May 07, 2003.

We have changed the name on your account as requested. The number shown above is valid for use on all tax documents.

If you have any questions, please call us tol1 free at 1-877-829-5500.

If you prefer, you may write to us at the address shown at the top of the first page of this letter.

Whenever you write, please include this letter and, in the spaces below, give us your telephone number with the hours we can reach you. Also, you may want to keep a copy of this letter for your records.

Telephone Number ()______ Hours____

Thank you for your cooperation.

Sincerely yours,

Nadine Wille Dept. Manager, Code & Edit/Entity 3

Tadine Wille

Enclosure(s):
Copy of this letter



Keeping Washington County safe, warm, dry since 1994

ORGANIZATION HISTORY

In 1993 a group of concerned individuals, businesses and religious organizations came together to address the need many saw in the community for low-income homeowners, especially the older adults, and persons with disabilities to obtain assistance in maintaining their homes and installing accessibility modifications. In May of that year Rebuilding Together incorporated as Christmas in April Washington County (name legally changed in 2002 along with affiliates across the country). Our first National Rebuilding Day took place in April, 1994 and 15 qualified homeowners received our assistance. Hundreds of volunteers took part and over the ensuing years our one day initiative "National Rebuilding Day" grew into a year round program now serving 50-85 low/moderate income families every year.

MISSION

We are a private non-profit housing rehabilitation organization that has been helping low-income homeowners in Washington County remain living in their own homes in warmth, safety and independence since 1994. *Our mission states "Repairing homes, Revitalizing Communities and Rebuilding Lives"* We accomplish our mission by utilizing volunteers from the local community to provide free home repairs, rehabilitation and accessibility modifications. The majority of our work is performed for homeowners who are seniors, persons with disabilities, veterans, and families with children.

GENERAL PURPOSE OF ORGANIZATION

We exist for the sole purpose of helping qualified homeowners be able to remain living in their own homes in health and safety and who cannot afford to hire the work done, and/or may not be physically able to perform the work themselves. All of the work we do for these homeowners is done completely free of charge to them. Any member of the household who is physically able is asked to participate in the work project in some way.

The primary activities that take place to accomplish our purpose include the following; repairing and replacing roofs, installing new windows to provide legal egress, dry rot repair of floors, electrical and plumbing repairs, siding repair, exterior painting to help manufactured homeowners avoid possible eviction, building of wheelchair ramps, installation of grab bars and low-threshold showers, widening of doorways to allow wheelchair access and other similar type projects. All the work that is done for qualified homeowners is performed free of charge to them by primarily volunteers under the direction of our part-time project manager.

NEEDS STATEMENT

Rebuilding Together addresses the need to preserve affordable housing for low-income residents in Washington County. The lack of affordable housing is becoming more and more critical with efforts being made to provide new affordable housing for low to moderate income homeowners,

but these new projects only make a slight overall difference in the number of people who are able to obtain housing. The waiting list for the Section 8 Housing Voucher Program in Washington County closed as of September 1, 2011, re-opened for a very brief time, and is now closed again. At this time, it is not known when the waiting list for this program will re-open. Over 10% of the population of Washington County lives at, or below the federal poverty level. It is becoming more and more difficult to purchase a home, or even rent a home at current prices. Rebuilding Together strives to improve the current affordable housing stock by providing the needed repairs and accessibility modifications that enable the homeowners to stay living in their own homes. More than 48 million people are living in poverty in the U.S. Many low income individuals continue to struggle to provide basic necessities for their families and face difficult decisions - such as being forced to choose between buying food and paying for housing or medical care. They typically do not have the ability to make needed repairs to their homes or install accessibility modifications that would improve their living conditions.

How Rebuilding Together Washington County addresses the need.

We have been serving low income homeowners in Washington County since 1993 using a volunteer based strategy consisting of recruiting volunteers from the local community, providing them with supervision and the necessary materials that enable them to provide the much-needed repairs, rehabilitation and accessibility modifications to pre-qualified homeowners. These repairs help low income homeowners to remain living in their own affordable homes. We believe this is a very effective model as we consistently are able to assist between 50-85 low-income homeowner households every year.

GEOGRAPHIC AREA SERVED

We serve Washington County, a county consisting of over 11 cities with a total population of over 500,000. Per the most recent US Census, 12.5% of the population lives at, or below the federal poverty level. That percentage does not include the many thousands of homeowners who are living at low and extremely low income levels.

FUNDING SOURCES

Our funding comes from a variety of sources, including individual donations, fundraisers such as and our Annual Charity Golf Tournament (held in September each year). We also receive funding from the cities of Beaverton, Hillsboro, Tigard and Forest Grove in most years, as well as from Washington County Office of Community Development (\$10,000). Several foundations including the Collins Foundation, Reser Family Foundation, US Bancorp Foundation and Wells Fargo Housing Foundation contribute as well. Civic groups that include Elks and Rotary Clubs contribute funds and labor as due several churches.

8/12/2019 Submission #49

Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #49

Submission information-

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Thu, 08/08/2019 - 2:06pm

216.150.193.36

Agency Contact Information

Agency Name

Sexual Assault Resource Center

Address

4900 SW Griffith Suite 100

City

Beaverton

State

OR

Zip Code

97005

Contact Name

Amy S Beard

Contact Telephone Number

503-626-9100 ext 221

Contact Email Address

amyb@sarcoregon.org

Agency Request Information -

Request

SARC respectfully requests \$3,500.00 from the City of Tualatin to fund general operations associated with providing services to people who have experienced sexual violence and community education and outreach, including evidence-based sexual assault prevention education.

What is the Request for?

Funding from the City of Tualatin will be used to support SARC's services to survivors of sexual assault and our community education and outreach efforts. We offer the following services in Washington County: 24/7 crisis intervention through our support line; 24/7 in-person crisis response at local area hospitals (including Tualatin's Legacy Meridian Park Medical Center), police departments, and other response sites; ongoing case management services, including accompaniment to hospital exams, law enforcement interviews, court hearings, referrals to

8/12/2019 Submission #49

outside resources, and emergency food, transportation, and housing assistance; individual mental health counseling and support groups provided by licensed mental health care providers specializing in the treatment of trauma; and community education and outreach such as training to local law enforcement and evidence-based sexual assault prevention education programs to high school youth. All our services to sexual assault survivors are free, confidential, and available in English and Spanish.

Describe the Agency's Mission

SARC's mission is to promote social justice by eliminating sexual violence in our community through education, support, and advocacy.

What Group of Citizens in Tualatin Does Your Organization Target?

Our services are targeted at Tualatin citizens who have experienced sexual assault (which, assuming Tualatin residents experience sexual assault at rates comparable to national averages of 19% of women and 2% of men, is approximately 5,550 Tualatin residents), and our community outreach efforts are aimed primarily at Tualatin law enforcement, health care providers, and high school youth.

What Types of Services will be Provided in the Funding Request Year?

With the generous support of the City of Tualatin, SARC will provide 24/7 crisis intervention and in-person crisis response, long-term case management, counseling and support groups, and community outreach and education during the upcoming year. We are grateful for the City's past support of our program; funding we received from the City last year was used to pay for expenses associated with our crisis intervention program.

How Many Tualatin Residents will be Served?

While we do not track clients by city of residence, based on the population of Tualatin and Washington County and our average number of clients served each year, we estimate that approximately 5% of our clients, or 100 people, reside in Tualatin. However, we are planning to expand our nine-week sexual assault prevention education program to Tualatin-area high schools in early 2020; if those efforts are successful, we will be serving approximately 1900 Tualatin youth, who will make up about 13% of the participants in our prevention education program.

What Percentage of Your Program is Dedicated to Service in Tualatin?

Approximately 5% of our sexual assault services are dedicated to service in Tualatin. We also provide annual training to Tualatin Police Department, which constitutes 14% of the law enforcement agencies to which we provide annual training. If we are successful in our efforts to expand our prevention education program to Tualatin high schools, Tualatin youth will make up 13% of the participants in our prevention education program.

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

We receive or are requesting \$178,000 from the State of Oregon, \$76,000 from Washington County, \$6,900 from the City of Tigard, and \$7,000 from the City of Hillsboro. The majority of our funding is received from federal sources.

Agency Organizational / Financial Information -

Please Submit Your Budget Information

2019-02-13 pdf of summary page of agency operating budget fy2019.pdf [2]

Please Submit Your Board Information

sarc board member list.pdf [3]

Please Submit a Copy of Your 501(c)3 cert.

2001-04-18 irs nonprofit determination_letter.pdf [4]

Other Attachments

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46365

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/2019-02-
- 13 pdf of summary page of agency operating budget_fy2019.pdf
- [3] https://www.tualatinoregon.gov/system/files/webform/sarc_board_member_list.pdf
- [4] https://www.tualatinoregon.gov/system/files/webform/2001-04-18_irs_nonprofit_determination_letter.pdf

Budget Workshed Sub-Division SARC	TOTAL -					FUTBLE	0051/05110	atti M	
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				Budget 2019		1.1.19 - 3.31.19	4.1.19 - 6.30.19	7.1.19 - 9.30.19	
400 AND 2017-0004 VAVA 400 AN				THE REAL PROPERTY.					Reflects federal grants received in FY2018
469 VOCA-C7916-0032				0,00	0.00	0.00	0.00	0.00	that were not awarded in FY2019
464 VOCA C7316 60002	4002	Joint-2017-00046 VAWA	20,061.11	33,990.00	0.00	14,223.25	14,223.25	5,543.50	Restricted to specified program expenses
409 WWA-C305-0011	4003	Joint-2017-00046 VOCA	59,587.62	160,858.27	58,044.62	34,271.22	34,271.22	34,271.22	Restricted to specified program expenses
460 VW/R-C2016-0001	4004	VOCA-OT-2016-00032	9,314.37	26,334.78	2,590.00	23,744.78	0.00	0.00	Restricted to specified program expenses
469 VCCA-C216-C0316	4005	VOCA-SST-2018-00052	26,328.26	15,435.98	3,213.53	4,074.15	4,074.15	4,074.15	Restricted to specified program expenses
### 4410 Joseph Yourin Fund ### 400 Oct. ###	4006	VAWA-C-2018-00011	66,045.57	114,395.36	38,604.79	25,263.53	25,263.53	25,263.53	Restricted to specified program expenses
## 470 Dates Vision Fund ## 470 Dates Vision F	4007	VOCA-C-2016-00016	91,048.41	103,883.59	25,379.69	26,167.97	26,167.97	26,167.97	Restricted to specified program expenses
401 COV	4010	Janus Youth Fund	96.573.62	0.00		Mark Torrigh			Reflects county grant received in FY2018
### Weshington Corely Microschool (26,78,283) 38,998 ft 9,748 ft 9,748 ft 9,748 ft 1,5590 ft			154,112.13	136,338.00	34,084.50	34,084.50	34,084.50	34,084.50	Unrestricted
Not yet assigned. Weathington County mental health cortoned. 15,500 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									CONTRACTOR OF CO
443 Cyr 11,500.00	Not yet assigned	Washington County Mini-Chip Equity Grant	0.00	25,000.00	0.00	12,500.00	12,500.00	0.00	Restricted to specified program expenses
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6001 Gross Wages	EXPENSES	Revenue Subtotal	828,358.38	832,056.30	256,613.48	217,004.58	196,159.00	162,279.25	
6002 Benefits									new full-time staff, one part-time staff, and
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6101 Rent									
6103 Scurity	6101	Rent	62,588.00	58,713.00	14,613.00	14,700.00	14,700.00	14,700.00	
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6140 Meeting Expense	6130	Marketing	737.00	0.00	0.00	0.00	0.00	0.00	
6141 Training									
6143 Recruitment	6141	Training	379.00	8,691.72	1,321.72	2,747.50	2,747.50	1,875.00	
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Expense Subtotal 750,413.68 852,306.30 181,600.62 228,705.52 233,367.29 208,632.87	6306 0	Client Support - Personal Care Products	0.00	0.00	0.00	0.00	0.00	0.00	
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List of SARC's Board of Directors and Committee Members as of August 5, 2019



Board of Directors

Kelly Lusk, JD
Of Counsel, Dunn Camey Higgins & Tongue
Board Chair; Member since 2016; serves on Development Committee
7420 SW Pointer Rd.
Portland, OR 97225
(503) 334-5816

Hiram Moy
Entrepreneur
Board Treasurer; Member since 2018; serves on Corporate Governance, Audit, and Finance
Committees
C/O Sexual Assault Resource Center
4900 SW Griffith Dr., Suite 100
Beaverton, OR 97005
(925) 389-7330

Allison Clark
Senior HR Business Partner, Adpearance
Board Secretary; Member since 2018; serves on Corporate Governance Committee
2049 NW Overton St. #7
Portland, OR 97209
(360) 903-8587

Carla Crouch-Marcoff
HR Director, Lovett Inc.
Member since 2019; serves on Corporate Governance Committee
765 NE Clear Creek Way
Fairview, OR 9724
(503) 278-9765

Brandon Markel, Psy.D., M.B.A. Director, Portland Anxiety Clinic Member since 2019; serves on Finance Committee 1926 W. Burnside, Apt. 610 Portland, OR 97209 (847) 542-2997 Kim Vigil, M.D.
Pediatrician, Kaiser Permanente
Member since 2019; serves on Development Committee
1506 SE Martins Street
Portland, OR 97202
(503) 314-9275

Sirena Long, M.B.A.
Member since 2019; serves on Finance Committee
Senior Manager, Providence Heart & Vascular Institute
C/O Sexual Assault Resource Center
4900 SW Griffith Dr., Suite 100
Beaverton, OR 97005
(360) 904-0336

Committee Members Who Are Not Board Members

Megan Whalen, CPA
Audit Senior Manager, Perkins Accounting
Member since 2018; serves on Audit and Finance Committees
C/O Perkins Accounting
1211 SW Fifth Ave., Suite 1000
Portland, OR 97204
(503) 802-8612

Internal Revenue Service

Date: April 18, 2001

Rape Crisis Center, Inc. 9450 SW Barnes Rd Ste 240 Portland, OR 97225-6671 Department of the Treasury

P. O. Box 2508 Cincinnati, OH 45201

Person to Contact:

Ms. Smith #31-07262
Customer Service Representative

Toll Free Telephone Number:

8:00 a.m. to 9:30 p.m. EST 877-829-5500

Fax Number: 513-263-3756

Federal Identification Number:

93-0800739

Dear Sir or Madam:

This letter is in response to your request for a copy of your organization's determination letter. This letter will take the place of the copy you requested.

Our records indicate that a determination letter issued in May 1991 granted your organization exemption from federal income tax under section 501(c)(3) of the Internal Revenue Code. That letter is still in effect.

Based on information subsequently submitted, we classified your organization as one that is not a private foundation within the meaning of section 509(a) of the Code because it is an organization described in sections 509(a)(1) and 170(b)(1)(A)(vi).

This classification was based on the assumption that your organization's operations would continue as stated in the application. If your organization's sources of support, or its character, method of operations, or purposes have changed, please let us know so we can consider the effect of the change on the exempt status and foundation status of your organization.

Your organization is required to file Form 990, Return of Organization Exempt from Income Tax, only if its gross receipts each year are normally more than \$25,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of the organization's annual accounting period. The law imposes a penalty of \$20 a day, up to a maximum of \$10,000, when a return is filed late, unless there is reasonable cause for the delay.

All exempt organizations (unless specifically excluded) are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of \$100 or more paid to each employee during a calendar year. Your organization is not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Organizations that are not private foundations are not subject to the excise taxes under Chapter 42 of the Code. However, these organizations are not automatically exempt from other federal excise taxes.

Donors may deduct contributions to your organization as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to your organization or for its use are deductible for federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.



Rape Crisis Center, Inc. 93-0800739

Your organization is not required to file federal income tax returns unless it is subject to the tax on unrelated business income under section 511 of the Code. If your organization is subject to this tax, it must file an income tax return on the Form 990-T, Exempt Organization Business Income Tax Return. In this letter, we are not determining whether any of your organization's present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

The law requires you to make your organization's annual return available for public inspection without charge for three years after the due date of the return. You are also required to make available for public inspection a copy of your organization's exemption application, any supporting documents and the exemption letter to any individual who requests such documents in person or in writing. You can charge only a reasonable fee for reproduction and actual postage costs for the copied materials. The law does not require you to provide copies of public inspection documents that are widely available, such as by posting them on the Internet (World Wide Web). You may be liable for a penalty of \$20 a day for each day you do not make these documents available for public inspection (up to a maximum of \$10,000 in the case of an annual return).

Because this letter could help resolve any questions about your organization's exempt status and foundation status, you should keep it with the organization's permanent records.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

This letter affirms your organization's exempt status.

Sincerely,

John E. Ricketts, Director, TE/GE Customer Account Services

8/22/2019 Submission #53

Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #53

Submission information-

Form: Outside Agency Funding Request Form [1] Submitted by Visitor (not verified)

Wed, 08/21/2019 - 9:06pm

107.1.246.146

Agency Contact Information——

Agency Name

Compassion Tualatin

Address

23370 SW Tualatin Sherwood Road

City

Tualatin

State

OR

Zip Code

97062

Contact Name

Julie Gholston

Contact Telephone Number

503-686-5051

Contact Email Address

igholston@horizoncommunity.church

Agency Request Information -

Request

Requesting a grant of \$4,000. September 28, 2019 is the second annual ¬¬¬Compassion Tualatin. Compassion Tualatin is a free medical, dental and social services clinic that cares for our neighbors. Guests often are underinsured and it is our pleasure to provide medical, dental, and social services. The feel of the clinic is one of welcoming our neighbors and honoring the dignity of all who need care. The clinic is open to everyone. The clinic will be held at Tualatin Elementary School from 8 a.m. to 3 p.m. The estimated cost of the clinic \$10,000-12,000. The clinic is completely free, sponsored by local churches and individuals. All doctors, service providers and volunteers are serving at no compensation and for the good of our neighbors. Many of these volunteer, supporters, and guests live in Tualatin. As word of the Clinic grows, more attendance and participation is expected, thus contributing to the reputation that Tualatin is a "good" or "excellent" place to live, as referenced in a recent Tualatin survey. Compassion Tualatin is a collaborative neighborhood organization. Participation has or will included Horizon

8/22/2019 Submission #53

Community Church, Horizon Community Care, Rolling Hills Community Church, Borland Free Clinic, Grace Chapel, the Tigard/Tualatin Family Resource Center, the Tigard/Tualatin School District, Love Inc., the Oregon Health Plan, the Tualatin Library, PGE, Waypoint Foods, Pacific Foods and others. We encourage volunteer participation from local church volunteers. We exist to improve the health and welfare of our neighbors.

What is the Request for?

The cost is to cover the expenses of the clinic. Services include dental services such as cleanings, fillings, extractions and limited partial work. Medical has include general exams, chiropractic, flu shots, physical therapy, foot care and vision. Social services have included hair cuts, help enrolling with the Oregon Health Plan, the Tigard/Tualatin Family Resource Center, an immigration attorney, the library, etc. Free lunch is provided as well as food boxes, as well as a food box and hygiene backpack at check out.

Describe the Agency's Mission

Compassion Tualatin mission is to care for our neighbor with practical services in a welcome environment and with dignity. Many of our volunteers, supporters, and guests live in Tualatin. As word of the Clinic grows, more attendance and participation is expected, thus contributing to the reputation that Tualatin is a "good" or "excellent" place to live, as referenced in a recent Tualatin survey. Compassion Tualatin is a collaborative neighborhood organization. Participation has or will included Horizon Community Church, Horizon Community Care, Rolling Hills Community Church, Borland Free Clinic, Grace Chapel, the Tigard/Tualatin Family Resource Center, the Tigard/Tualatin School District, Love Inc., the Oregon Health Plan, the Tualatin Library, PGE, Waypoint Foods, Pacific Foods and others. We encourage volunteer participation from local church volunteers.

What Group of Citizens in Tualatin Does Your Organization Target?

The clinic aims to serve those who are underinsured. Often families have insurance, but the deductible is too high and they cannot afford them. Or they need dental work and they don't have dental insurance.

What Types of Services will be Provided in the Funding Request Year? Free medical, dental and social services.

How Many Tualatin Residents will be Served? Estimated 200-300.

What Percentage of Your Program is Dedicated to Service in Tualatin? 100%

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

No other requests from other government agencies have been made at this time. Thank you so much for your consideration! Please view the video at compassiontualatin.com. Thank you!

Agency Organizational / Financial Information-

Please Submit Your Budget Information

grant - estimated expenses compassion tualatin.xlsx [2]

Please Submit Your Board Information grant application 501c3 board.docx [3]

8/22/2019 Submission #53

Please Submit a Copy of Your 501(c)3 cert. grant_application_501c3_board.docx [4]

Other Attachments

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46412

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/grant_-_estimated_expenses_compassion_tualatin.xlsx
- [3] https://www.tualatinoregon.gov/system/files/webform/grant_application_501c3_board_0.docx
- [4] https://www.tualatinoregon.gov/system/files/webform/grant_application_501c3_board.docx

Estimated Expenses Compassion Tualatin 2019

Total	\$10,000
Compassion Connect	5,000 - Equipment
<u>Various Supplies</u>	\$500
Food	\$2,000
Printing	\$2,000
Rental	\$500

Compassion Tualatin does not have a board and is not a 501c3. However, Compassion Connect, the umbrella organization over Compassion Clinics is. Checks should be made out to Compassion Connect for Compassion Tualatin and mailed to 12135 SE Lincoln Street, Portland, OR 97216. Alternatively a check can be made out to Horizon Community Church and we will cut a check to Compassion Connect. Compassion Connect has many clinics in a variety of cities. They have found that sponsoring churches prefer to have them bank the money for each clinic. If you have any questions, you can speak with Ray Biggerstaff at Compassion Connect, (503) 481-0022 or ray@compassionconnect.com. You can also see our website: compassiontualatin.com and their website at compassionconnect.com.

Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #58

Submission information-

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Thu, 08/22/2019 - 3:05pm

66.154.210.82

Agency Contact Information-

Agency Name

Tigard-Tualatin Family Resource Center

Address

9000 SW Durham Road, Portable #716

City

Tigard

State

OR

Zip Code

97224

Contact Name

Catherine West

Contact Telephone Number

5036031588

Contact Email Address

cwest@ttsd.k12.or.us

Agency Request Information

Request

\$4,000

What is the Request for?

Supports for Tualatin families in need including scholarships for extracurricular activities, eviction prevention, copays for mental health care, furniture access fees, holiday help, hygiene items, diapers, food vouchers, bus tickets.

Describe the Agency's Mission

The Tigard-Tualatin Family Resource Center is a school-based center that provides social services to the local community. The center's mission is to build the community's capacity to support its children and families through pooling resources and coordinating services for children and families at the community level. The center's goal is to help families become more self-sufficient and to increase successful family relationships to the school district and community.

8/22/2019 Submission #58

The Family Resource Center is viewed as a model for assuring families feel comfortable seeking the kinds of information, resources and support services that all citizens need at various times. It provides service by acting as a connection point for families seeking information, referrals, and on-site social services. It supports families that struggle everyday to provide for basic needs such as food, clothing, dental, medical and mental health needs.

What Group of Citizens in Tualatin Does Your Organization Target?

The Tigard-Tualatin Family Resource Center targets Tigard-Tualatin School District (TTSD) families as well as parents with younger children that will eventually enter into the school district. The target population within this group is low-income and homeless families as well as others with community resource needs.

What Types of Services will be Provided in the Funding Request Year?

Families will continue to be connected with needed community resources including counseling and employment services, domestic violence and government assistance programs, emergency food, legal help, medical and dental care, shelters and housing, youth programs and other services. Center staff members will continue to work closely with school counselors, the school homeless liaison and other staff to identify families and students in need and work directly with many other agencies to provide connection to clothing, food, furniture, basic needs items, health insurance, scholarships for extracurricular activities, Spanish/English interpretation and more. The Center's Bilingual (Spanish/English) Tigard-Tualatin Community Resource Guide will also facilitate direct resource connection by families and service providers. Resource Center staff will respond regularly to families identified within TTSD schools as homeless by providing immediate follow up and connection to appropriate resources including Family Promise of Tualatin Valley, Safe Families, shelters, rental assistance and many other supports.

Each year Center staff help to coordinate churches and civic groups that provide toys and food to families in need for the holidays. This past holiday season, over 700 families including 1,680 children were sponsored with food and toys. The Center will continue to provide use of office equipment, give out basic-needs items, provide scholarships for children to participate in extracurricular activities and cover copays for mental health care. In addition, Center staff will continue to work with partner agencies providing application assistance to enroll in the Oregon Health Plan for access to preventative and ongoing medical, dental and mental health coverage.

The Center will continue to host a staff member from Colossae Church one day a week to improve collaboration and increase faith community support of local families in need. The staff member will work to coordinate Compassion Tigard, holiday help among various churches and donors as well as pursuing a potential collaboration with World Vision to bring free goods to local programs serving those in need. The Center will begin to host a staff member from the new Family Promise of Tualatin Valley one day a week as well in order to improve case management and support services for TTSD families struggling with homelessness.

The Washington County Department of Health and Human Services will continue to fund a Family Resource Coordinator located at the Center. The Family Resource Coordinator works with families with children 0-6 years old to encourage early learning, school readiness and resource connection. As part of this project, Center staff will continue to participate in a Tigard-Tualatin Early Childhood Team focused on creating communities of support in the district's highest need school catchment areas including Bridgeport, Metzger and Templeton Elementary Schools as well as increased collaboration between providers to improve outcomes for at risk young children.

How Many Tualatin Residents will be Served? An estimated 860 Tualatin families will be served.

8/22/2019 Submission #58

What Percentage of Your Program is Dedicated to Service in Tualatin?

Approximately 43% of the Tigard-Tualatin Family Resource Center's operation is dedicated to service in Tualatin.

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

City of Tigard: \$6,700

Washington County Department of Health & Human Services: \$70,596

Agency Organizational / Financial Information-

Please Submit Your Budget Information

current and proposed budgets.xlsx [2]

Please Submit Your Board Information

ttsd_board_members.pdf [3]

Please Submit a Copy of Your 501(c)3 cert.

ttsd tax exempt letter.pdf [4]

Other Attachments

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46421

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/current and proposed_budgets.xlsx
- [3] https://www.tualatinoregon.gov/system/files/webform/ttsd board members.pdf
- [4] https://www.tualatinoregon.gov/system/files/webform/ttsd_tax_exempt_letter.pdf

Tigard-Tualatin Family Resource Center Proposed Budget 2019-2020

Hajor Revenue Paralle Sources Tigard-Tualatin School \$93,157 City of Tigard \$6,700 City of Tualatin \$10,700 Total: \$10,700 Tigard-Tualatin School \$60,437 District Family R Washington County \$70,596 TTSD In-Kind Estimated \$49,788 Space, Custod Community In-Kind \$35,000 Community In-Kind \$35,000 Total Financial Revenue \$234,890 Total In-Kind Revenue \$84,788		Ending
-Tualatin School	Major Expenditure Catagories	Balance
\$93,157 \$6,700 F Tigard	Social Services Facilitator 0.75 FTE \$50,398	86
Tigard	Fringe Roll-Up \$42,759	29 \$0
Tualatin		
-Tualatin School	Prevention, Copays for Mental Health Care, Furniture	
-Tualatin School	Access Fees, Holiday Help, Hygiene Items, Diapers, Food	00
\$60,437 \$70,596 \$49,788 \$35,000 \$84,788	Vouchers, Bus Tickets	\$0
\$70,596 \$49,788 \$35,000 \$84,788	Receptionist 0.75 FTE \$31,100	00:
\$70,596 \$49,788 \$35,000 \$234,890 \$84,788	Fringe Roll-up \$29,337	37
\$70,596 \$49,788 \$35,000 \$234,890 \$84,788	Total: \$60,437	37 \$0
\$70,596 \$49,788 \$35,000 \$234,890 \$84,788	Family Resource Manager 0.75 FTE \$34,945	145
\$70,596 \$49,788 \$35,000 \$234,890 \$84,788	Fringe Roll-Up \$30,294	94
\$70,596 \$49,788 \$35,000 \$234,890 \$84,788	Indirect Charge \$3,300	00
\$70,596 \$49,788 \$35,000 \$234,890 \$84,788	Mileage, Cell Phones, Supplies \$2,057	157
\$49,788 \$35,000 \$234,890 \$84,788	Total: \$70,596	96.
\$35,000 \$234,890 \$84,788	Space, Custodial, Administrative, Technical Support	ort
\$35,000 \$234,890 \$84,788		
\$	Clothing, Toys, Baby Items, Books and Miscellaneous Donations	os suc
\$2		
Total Financial & In-kind \$319,678	Total:	\$0

Tigard-Tualatin School District Board Members 2019-20

Name	Occupation	Phone	Address/ Emails
	٠		
Maureen Wolf	Chair	503-579-0001	503-579-0001 6960 SW Sandburg St.
			Tigard, Oregon 97223
			Maureen.wolf@ttsd.k12.or.us
Sharon Fox	Vice Chair	503-624-1166	503-624-1166 6960 SW Sandburg St.
			Tigard, Oregon 97223
			Sharon.fox@ttsd.k12.or.us
Ben Bowman	Board Member	503-819-0121	6960 SW Sandburg St.
			Tigard, Oregon 97223
			Ben.Bowman@ttsd.k12.or.us
Karen Emerson	Board Member	503-703-7852	6960 SW Sandburg St.
			Tigard, Oregon 97223
			Karen.Emerson@ttsd.k12.or.us
Jill Zurschmeide	Member Chair	503-616-0742	6960 SW Sandburg St.
			Tigard, Oregon 97223
			Jill.Zurschmeide@ttsd.k12.or.us



Tigard - Tualatin School District 23J Larry Hibbard Administration Center 6960 SW Sandburg Street Tigard, Oregon 97223 503-431-4000 • fax 503-431-4047 www.ttsd.k12.or.us

March 30, 2012

RE: Tax exemption status for Tigard-Tualatin School District 23J and each of its schools

Tigard-Tualatin School District 23J and its schools is a political subdivision of the State of Oregon. As such, it is a "governmental unit" as defined in Sections 170(b)(1)(A)(v) and 170(c)(1) of the Internal Revenue Code of 1986, as amended ("IRC"), and is not a private foundation by virtue of IRC Section 509(a)(1).

Governmental units are not required to have a tax exemption determination letter under IRC Section 501(c)(3), but are automatically tax exempt under IRC Section 115. Therefore, this letter is furnished to you in lieu of a federal tax exemption determination letter.

The Taxpayer Identification Number for Tigard-Tualatin School District 23J is 93-0572833.

Sincerely,

Elizabeth Michels

Elizabeth Ma

Controller

Tigard-Tualatin School District 23J

8/22/2019 Submission #57

Published on The City of Tualatin Oregon Official Website (https://www.tualatinoregon.gov)

Home > Outside Agency Funding Request Form > Webform results > Submission #57

Submission information-

Form: Outside Agency Funding Request Form [1]

Submitted by Visitor (not verified)

Wed, 08/21/2019 - 10:09pm

50.38.53.84

Agency Contact Information-

Agency Name

Tualatin School House Pantry

Address

3550 SW Borland Rd

City

Tualatin

State

Oregon

Zip Code

97062

Contact Name

Tracy Smith

Contact Telephone Number

503.783.0721

Contact Email Address

tracy@schoolhousepantry.org

Agency Request Information –

Request

We are requesting a \$5,000 grant.

What is the Request for?

This grant would be used to purchase food not regularly donated such as milk, meat and eggs. It would also help cover overhead costs for things such as utilities and refrigeration repairs.

Describe the Agency's Mission

The mission of Tualatin Schoolhouse Pantry is to provide emergency food to qualified households in a welcoming environment. As a part of the Oregon Food Bank, we also share in their mission to eliminate hunger and its root causes because we believe that no one should go hungry. We operate with a volunteer staff that is dedicated to serving others..

What Group of Citizens in Tualatin Does Your Organization Target?

8/22/2019 Submission #57

We are targeting any low/no income family that can not afford food. This ranges from young to old, able bodied to disabled and of all ethnicities and walks of life.

What Types of Services will be Provided in the Funding Request Year?

Tualatin School House Pantry serves around 2400 different families at least once throughout the year. We average 550 families per month coming in for emergency food assistance. When families come in they receive a 10 day supply of emergency food as well as some essential hygiene items once per calendar month

How Many Tualatin Residents will be Served?

748 different families residing in Tualatin came into our emergency food pantry at least once in 2018. Since they can come once per month, some of these families we served multiple times throughout the year. In 2018, We gave out 3,179 emergency food 10 day supplies to a Tualatin family.

What Percentage of Your Program is Dedicated to Service in Tualatin?

About half of our clients are from Tualatin, the other 50% are a combination of West Linn, Wilsonville and Lake Oswego.

If You are Requesting Funds from Tualatin and Other Governments in Oregon, Please List Them Here

The only other Oregon government grants we receive is from Washington County.

Agency Organizational / Financial Information

Please Submit Your Budget Information

2019 tshp operating budget tshp.pdf [2]

Please Submit Your Board Information

tshp board 2019.xlsx [3]

Please Submit a Copy of Your 501(c)3 cert.

tshp irs.pdf [4]

Other Attachments

Source URL: https://www.tualatinoregon.gov/node/13520/submission/46417

Links

- [1] https://www.tualatinoregon.gov/administration/webforms/outside-agency-funding-request-form
- [2] https://www.tualatinoregon.gov/system/files/webform/2019_tshp_operating_budget_tshp.pdf
- [3] https://www.tualatinoregon.gov/system/files/webform/tshp_board_2019.xlsx
- [4] https://www.tualatinoregon.gov/system/files/webform/tshp_irs.pdf

TSHP Operating Budget 20)19
	2019
	Budget
INCOME	
CONTRIBUTIONS	SHOWER
Contributions	\$120,000
GRANTS	
Grants	\$30,000
OTHER INCOME	
From reserves	\$7,000
TOTAL INCOME	\$157,000
EXPENSE	
Food and Services for Clients	
Food and Services for Clients	\$75,000
Operating Expenses	
Operating Expenses	\$12,000
Equipment	
Produce refrigeration equipment	\$10,000
Occupancy Expenses	
Occupancy Expenses	\$10,000
Personnel / Volunteer Expense	
Personnel / Volunteer Expense	\$45,000
Adminstrative Expenses	
Adminstrative Expenses	\$5,000
Other Expenses	
Other Expenses	\$1,000
TOTAL EXPENSE	\$157,000
NET INCOME (LOSS)	\$0

TUALATIN SCHOOL HOUSE PANTRY BOARD

Mike Shiffer Linda Moholt

President

Arlene Hornschuch

Faith Carter

Diane McCreery

Diane Bonica

Jim Ruiz

Katie McKenzie

Mary Goldsher

INTERNAL REVENUE SERVICE P. O. BOX 2508 CINCINNATI, OH 45201

Date: SEP 1 6 2008

TUALATIN SCHOOL HOUSE PANTRY PO BOX 248 TUALATIN, OR 97062

Employer Identification Number: 20-2253741 DLN: 17053210335008 Contact Person: RENEE RAILEY NORTON ID# 31172 Contact Telephone Number: (877) 829-5500 Accounting Period Ending: December 31 Public Charity Status: 170(b)(1)(A)(vi) Form 990 Required: Effective Date of Exemption: October 31, 2007 Contribution Deductibility: Addendum Applies: No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.



CITY OF TUALATIN Staff Report

TO: Honorable Mayor and Members of the City Council

THROUGH: Sherilyn Lombos, City Manager

FROM: Karen Perl Fox, Senior Long Range Planner

Jonathan Taylor, Economic Development Manager

Steve Koper, Planning Manager

Aquilla Hurd-Ravich, Community Development Director

DATE: September 23, 2019

SUBJECT:

Tualatin 2040 Update

EXECUTIVE SUMMARY:

Background

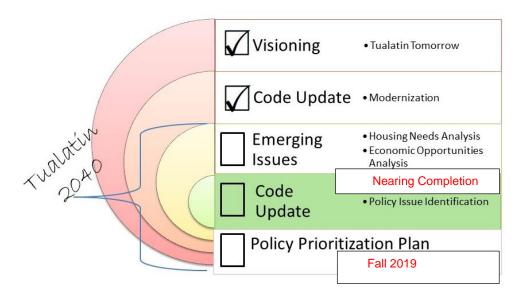
In late 2018, the City of Tualatin completed a development code modernization project, known as Phase 1 of the Tualatin Development Code Improvement Project. In January 2019, the City launched the Tualatin 2040 project to carry out the next phase of the larger project, a policy phase that may lead to updates to the Comprehensive Plan and Development Code regulations.

Tualatin 2040 provides the City with an opportunity to take a "big picture" look at the Development Code – both the Comprehensive Plan (Chapters 1-30) and the Development Code regulations (Chapters 31-80).

The Tualatin 2040 project is made of several component parts including:

- A Housing Needs Analysis
- An Economic Opportunities Analysis
- Policy Identification
- Policy Prioritization

The project is nearing completion on the policy identification component which leads to prioritization, a step intended to take the policies identified, including those specific to housing needs and economic opportunities, and establish a future work program for updates to the Comprehensive Plan and the Development Code regulations.



Where we've been

In January 2019 the City hired consultant EcoNorthwest to conduct a Housing Needs Analysis (HNA), Housing Strategy, Economic Opportunity Analysis (EOA) and Economic Strategy as part of the Tualatin 2040 project. Drafts of these documents are included with this report in Attachments B-E. A 16-member Community Advisory Committee was convened by the City in March 2019 to provide policy input on these key documents. A Technical Advisory Committee was convened by the City in April 2019 to provide technical input on the HNA, EOA and related strategy documents and to reach out to external agencies and experts for coordination and expertise as appropriate and needed.

The Community Advisory Committee has met six times out of seven meetings planned, and the seventh meeting is scheduled for September 26, 2019. The Technical Advisory Committee has met three times out of four meetings planned, and a fourth meeting is scheduled for September 25, 2019.

Consultant, Angelo Planning Group, facilitated a series of stakeholder interviews and has continued to advise on the broad policy planning aspects of the project.

Community outreach events were held in July at City activities on the Commons and in September at the Marquis Cafe. The September 18th Open House included presentations by the project consultants on housing, economic development and broad planning policy and a panel of experts that included a focus on the severely rent burdened in Tualatin. In addition, one online open house was held in conjunction with July community outreach event.

A website was developed for Tualatin 2040 project and is updated regularly with meetings open to the public listed and to keep the public and interested parties well informed about the project and the opportunities for public engagement.

Summary of Tualatin's Housing Needs Analysis

Tualatin's Housing Needs Analysis covers the period 2020 to 2040. It is intended to comply with statewide planning policies that govern planning for housing and residential development, including Goal 10 (Housing) and OAR 660 Division 8. The methods used for this study generally follow the *Planning for Residential Growth* guidebook, published by the Oregon Transportation and Growth Management Program (1996). It provides Tualatin with a factual basis to update the City's Comprehensive Plan and Development Code, and to support future planning efforts related to housing and options for addressing unmet housing needs in Tualatin. This analysis will help decision makers understand whether Tualatin has enough land to accommodate growth over the next 20 years. See Attachment B for the full report *Tualatin HNA_Report*.

Historical and Recent Development Trends in Tualatin

• Existing Housing Mix

Single-family housing accounted for the majority of new housing growth in Tualatin between 2000 and 2017. Sixty percent of new housing built between 2000 and 2017 was single-family housing (detached and attached).

Existing housing stock:

- 53% single-family detached housing
- 41% multifamily
- 6% attached single-family housing such as townhouses, rowhouses, and duplexes.

• Trends in Density

Between 2000 and 2017, Tualatin permitted 1,996 new dwelling units. Of the 1,996 new units, 1,207 units were single-family (60%) and 789 units were multifamily (40%). During this time, housing in Tualatin developed at an average net density of 8.7 dwelling units per net acre.

Trends in Housing Tenure

Homeownership in Tualatin is lower than Washington County's and Oregon's rate. About 55% of Tualatin's households own their own home. In comparison, 61% of Washington County households and 60% of Oregon households.

- Homeownership rates in Tualatin stayed about the same between 2000 and 2017;
- 88% of Tualatin homeowners live in single-family detached housing;
- 82% of Tualatin renters live in multifamily housing.

Residential Vacancy Rates

Vacancy rates are a measure of housing that is available to prospective renters and buyers or a measure of unutilized housing stock.

- Tualatin's vacancy rate was 4.3%, compared to 4.8% in Washington County and 5.5% in the Portland Region.
- The rate declined between 2000 from 6.2% of all dwelling units to 4.3% in 2013-2017.

Demographics and Other Factors Affecting Residential Development in Tualatin

Demographic trends are important for a thorough understanding of the dynamics of the Tualatin housing market. Tualatin exists in a regional economy; trends in the region impact the local housing market. See Chapter 4 of the Housing Needs Assessment (Attachment B) which documents demographic, socioeconomic, and other trends relevant to Tualatin at the national, state, and regional levels.

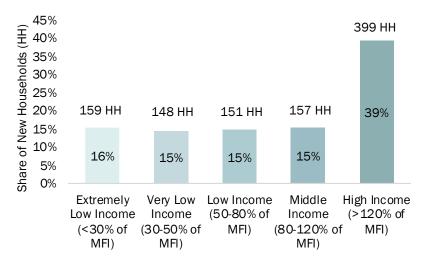
Housing Need in Tualatin

Needed Housing by Income Level

The HNA develops an estimate of needed housing by income type. The exhibit listed below is an excerpt from page 85 of the HNA. It shows a breakdown of household by Median Family Income. About 46% of households in Tualatin are consider low income while 15% are considered middle income and 39% considered high income.

Exhibit 1. Future (New) Households, by Median Family Income (MFI) for Washington County (\$69,600), Tualatin Planning Area, 2018





Metro's Forecast for Growth of New Dwelling Units

The forecast for housing growth is the foundation for estimating needed new dwelling units. ECONorthwest based Tualatin's 20 year growth potential on Metro's 2040 Household distributed forecast and the Metro's 2040 TAZ (Transportation Analysis Zone) forecast for households.

 Tualatin is forecast to grow from 10,994 households to 12,008 or an increase of 1,014 dwelling units over the 20-year period.

Residential Buildable Land Inventory

The buildable land inventory is based on land inside the City limits and Basalt Creek which total 322 total buildable acres. Any buildable land parcels smaller than 4,000 square feet were not included in the total which is about 0.58 acres. The break down by zone follows:

- 162 acres Low Density
- 142 acres Medium-Low Density
- · 1-acre Medium High Density,
- 17 acres of High Density
- 0 acres of High Density/High Rise

Residential Land Sufficiency

Housing Capacity

The HNA shows that Tualatin city limits and Basalt Creek's buildable land has capacity to accommodate approximately 1,915 dwelling units which is more than the forecasted amount of dwelling units at 1,014.

Land Sufficiency

The HNA shows a **deficit** of land in Medium High Density, 7acres, and High Density/High Rise, 4 acres. It also shows a **surplus** of land in Low Density, 16 acres, and Medium Low Density, 85 acres.

Draft Conclusions of the Housing Needs Analysis

Growth in housing will be driven by growth in households. Households in Tualatin's city limits is forecast to grow from 10,791 households to 11,362 households, an increase of 571 households between 2020 and 2040. In that same time, households in Basalt Creek are forecast to grow from 203 households to 646 households, an increase of 443 households.

To accommodate households in Tualatin city limits and Basalt Creek, Tualatin is planning for 1,014 new dwelling units. To accommodate the 1,014 dwelling units over the 20-year planning period, Tualatin will average 51 new dwelling units annually.

Tualatin will plan for more single-family attached dwelling units in the future to meet the City's housing needs. Historically, about 53% of Tualatin's housing was single-family detached. New housing in Tualatin is forecast to be 40% single-family detached, 15% single-family attached, and 45% multifamily.

Summary of Tualatin's Economic Opportunities Analysis

This report presents an Economic Opportunities Analysis consistent with the requirements of statewide planning Goal 9 and the associated administrative rule (OAR 660-009). Goal 9 describes the EOA as "an analysis of the community's economic patterns, potentialities, strengths, and deficiencies as they relate to state and national trends" and states that "a principal determinant in planning for major industrial and commercial developments should be the competitive advantage of the region within which the developments would be located." See Attachment C for the full report *Tualatin EOA Report*.

Employment Growth and Site Needs

Cities are required to prepare an estimate of the amount of commercial and industrial land that will be needed over a 20-year planning period. The estimate of employment land need and site characteristics for Tualatin is based on expected employment and growth and the types of firms that are likely to locate in Tualatin.

Projecting demand for employment land has four major steps:

- 1. Establish base employment for the projection
- 2. Project total employment
- 3. Allocate employment
- 4. Estimate land demand

1. 2017 Employment Base

Tualatin had an estimated 38,838 total employees in 2017

2. 2020-2040 Employment Projection

- This analysis assumes that the City will grow at Metro's growth forecast rate of 1.4% average annual growth rate. Between the years 2000-2017 Tualatin grew at a substantially faster rate of 2.9% per year. However, for this analysis we chose Metro's more conservative rate.
- In 2040 Tualatin is estimated to have 53,332 employees, a 32% increase of 12,850 employees.

3. Allocate Employment Land

 Firms in Tualatin were grouped into four broad categories of land use: industrial, retail commercial, office and commercial services, and government. For each land use type an assumption was made that the share of total employment would stay the same.

Exhibit 2. Forecast of employment growth by land use type, Tualatin Planning Area, 2020–2040 Source: ECONorthwest. Note: The shaded percentages denote an assumption about the future share of employment (as a percent of total) by land use type. It assumes that the share of employment by land use type will remain the same.

Land Use Type	202	2020		2040		
Land Ose Type	Employment	% of Total	Employment	% of Total	2020 to 2040	
Industrial	18,218	45%	24,004	45%	5,786	
Retail Commercial	3,050	8%	4,018	8%	968	
Office & Commercial Services	18,382	45%	24,219	45%	5,837	
Government	829	2%	1,092	2%	263	
Total	40,478	100%	53,332	100%	12,854	

4. Estimate Land Demand

- Converting employment growth to land demand requires some assumptions about future employment density. Existing sites and employment counts in Tualatin were used to inform this analysis.
- New employees will result in a demand for 424 acres of industrial land, 53 acres
 of retail commercial and 200 acres of office and commercial services.
 Government employees were assumed in the Institutional zone.

Employment Buildable Land Inventory

The buildable land inventory is based on land inside the City limits and Basalt Creek which total 385 total buildable acres. About 28% or 105 buildable acres are located in Basalt Creek. Buildable employment acres have the following breakdown:

- Industrial 374 buildable acres
- Commercial 11 buildable acres

Land Sufficiency

A deficit in both industrial and commercial land, including retail and office, were identified based on comparing the estimated land demand for 2040 and the buildable land inventory as of June 2019.

- Industrial 74 acres (deficit)
- Commercial 175 acres (deficit)

Exhibit 3. Comparison of the Capacity of Unconstrained Vacant and Potentially Redevelopable Land with Employment Land Demand by Land Use Type, Tualatin Planning Area, 2020—2040

Source: ECONorthwest. Note: Employment demand requires an additional 42 gross acres on land in residential plan designations and one gross acre on land in an institutional (public) plan designation.

General Plan Designation	Land Supply (Suitable Gross Acres)	Land Demand (Gross Acres)	Land Sufficiency (Deficit)
Industrial	374	448	(74)
Commercial (incl Retail and Office)	11	186	(175)

Conclusions of the Economic Opportunity Analysis:

- Tualatin is forecast to grow by about 12,850 new employees over the 2020 to 2040 period, with about 5,800 new industrial employees, about 6,800 new employees in retail, office, and commercial services, with the remaining employees in government.
- Tualatin has a deficit of land to accommodate new employment growth. Tualatin has a
 deficit of about 74 acres of land in industrial plan designations and 175 acres of employment
 in commercial plan designations to accommodate employment. Tualatin will need to
 consider policies to increase the efficiency of employment land use within the City, such as
 policies to encourage denser employment development and redevelopment that results in
 higher density development.

- Tualatin's comparative advantages for economic development are its location along the I-5 corridor and proximity to urban and cultural amenities/services in the Portland Region making Tualatin an attractive place for businesses to locate. Tualatin is also advantaged by its access to the regional labor market and the region's growing labor force comprising diverse skill sets.
- Tualatin will need to address transportation capacity issues to accommodate growth.

What we heard

Excerpts from Tualatin's Housing Strategy

The broad goal of the Tualatin housing strategy is to help the City manage the land within the Tualatin planning area to meet current and future housing needs while maintaining the character and quality of life in Tualatin and protecting public interests such as housing affordability, health, safety, and municipal revenues. See Attachment D for the full report *Tualatin Housing Strategy*.

Key Findings

The recommendations from the Community Advisory Committee and Technical Advisory Committee in this strategy consider key findings from the HNA, such as the following examples.

- The City has a long-term deficit of residential land.
- The housing market is not building enough housing that is affordable to households with annual incomes less than \$35,000 based on U.S. Census American Community Survey data.
- The housing market in Tualatin also has a deficit of housing affordable to households earning more than \$150,000.¹
- The composition of Tualatin's population is becoming older and more diverse.

Strategic Actions

Actions to address key findings can be summarized in these broad strategic categories:

- Ensure an adequate supply of land that is available and serviceable
- 2. Encourage development of a wider variety of housing types
- 3. Support development and preservation of housing that is affordable for all households
- 4. Identify funding tools to support residential development
- 5. Identify redevelopment opportunities
- 6. Ensure there are connections between planning for housing and other community planning (such as infrastructure and economic development planning)

 $^{^{\}rm 1}$ This analysis is based on Exhibit 79 in the Tualatin Housing Needs Analysis.

The Housing Strategy presents a comprehensive approach to a variety of opportunities to meet the housing needs of Tualatin's residents at all income levels. Many of the actions described in the Tualatin Housing Strategy will require legislative amendments to the City's comprehensive plan and/or development code. After the housing needs analysis is completed, the Planning Commission and City Council will prioritize the actions suggested in this memorandum, along with other actions suggested for Tualatin 2040. Implementation of high priority actions will begin in 2020, based on City Council direction.

Excerpts from Tualatin's Economic Development Strategy

The broad goal of the Tualatin economic development strategy is to help the City manage the land within the Tualatin planning area to support and manage economic growth while maintaining the character and quality of life in Tualatin and protecting public interests such as health, safety, and municipal revenues. See Attachment E for full report *Tualatin Economic Development Strategy*.

Key Findings

The Community Advisory Committee and Technical Advisory Committee considered key findings from the EOA, such as the following examples.

- The City has a long-term deficit of commercial and industrial land for growth over the 2019 to 2040 period.
- There is a need to develop a comprehensive strategy that provides a variety of policies to support business retention, growth, and attraction in Tualatin.

Strategic Actions

The Economic Development Strategies suggested to address the key findings are:

- 1. Ensure an adequate supply of land that is available and serviceable
- 2. Identify redevelopment opportunities
- 3. Support business retention, growth and attraction
- 4. Ensure there are connections between planning for economic development and other community planning (such as housing and infrastructure planning)

Many of the actions described in the Tualatin Economic Development Strategy will require legislative amendments to the City's comprehensive plan and/or development code. After the economic opportunities analysis is completed, the Planning Commission and City Council will prioritize the actions suggested in this memorandum, along with other actions suggested for Tualatin 2040. Implementation of high priority actions will begin in 2020, based on City Council direction.

Broad Planning Policy

Tualatin Development Code Audit

Angelo Planning Group conducted a preliminary audit of the Tualatin Development Code and is scheduled to prepare a final draft prioritization plan during the fall of 2019.

Stakeholder Interviews

In April 2019, a total of 15 people and one large group on May 13, 2019 (Tualatin's Aging Task Force) participated in these interviews that were typically one hour in length. The participants represented a diverse group of stakeholders including residents, home owners, renters, business owners, developers, parents with young children, seniors, and persons with disabilities. Angelo Planning Group facilitated the majority of interviews with assistance from City staff. They voluntarily shared their thoughts on a wide range of topics including:

- Housing and Livability
- Transportation and Parking
- Civic Identity and Downtown
- Employment and Industrial Development
- Parks, Open Space and the Environment
- Community Engagement
- Equity, Diversity and Inclusion

While all of the topics were discussed the first two – **Housing and Livability and Transportation and Parking** -- were the top priorities for most of the stakeholders.

Additionally, last spring staff there were additional outreach efforts made to garner input.

- All six Citizen Involvement Organization
- Library Advisory Committee
- Diversity Task Force
- A presentation was made to a joint meeting of the Planning Commission, Architectural Review Board, Tualatin Park Advisory Committee, Tualatin Arts Advisory Committee and the Youth Advisory Council to get early feedback.

Next Steps

- Final Technical Advisory Committee Meeting (September 25, 2019)
- Final Community Advisory Committee Meeting (September 26, 2019)
- Draft Prioritization Plan available for public review (October/November 2019)
- **City Council Meeting** (November 12, 2019): Update/opportunity to give feedback on Draft Prioritization Plan.
- **Planning Commission Meeting** (November 21, 2019): Recommendation on the Draft Prioritization Plan.
- City Council Meeting (December 9, 2019): Consider adoption of Final Prioritization Plan.

ATTACHMENTS:

- Attachment B: Tualatin HNA Draft Report, August 2019
- Attachment C: Tualatin EOA Draft Report August 2019

- Attachment D: Tualatin Housing Strategy Draft July 31, 2019
 Attachment E: Tualatin Economic Development Strategy, August 14, 2019
 Attachment F: Presentation to Council on Sept 23, 2019 Tualatin 2040 Update

City of Tualatin

Housing Needs Analysis

August 2019

Prepared for:

City of Tualatin

Draft REPORT



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Acknowledgements

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1. Introduction

This report presents Tualatin's Housing Needs Analysis for the 2020 to 2040 period. It is intended to comply with statewide planning policies that govern planning for housing and residential development, including Goal 10 (Housing) and OAR 660 Division 8. The methods used for this study generally follow the *Planning for Residential Growth* guidebook, published by the Oregon Transportation and Growth Management Program (1996).

Tualatin has changed considerably in the last two decades. Tualatin grew from 22,791 people in 2000 to 27,135 people in the 2013-2017 period. This is an addition of 4,344 people or 19% growth. In this time, rates of housing cost burden increased from 26% to 37%, with renter cost burdened rates increasing from 30% to 56%. Median gross rents increased by \$386 (from \$768 in 2000 to \$1,154 in 2013-2017) and median home values increased by \$83,168 (from \$282,532 in 2000 to \$365,700 in 2013-2017).

This report provides Tualatin with a factual basis to update the Housing Element of the City's Comprehensive Plan and development code, and to support future planning efforts related to housing and options for addressing unmet housing needs in Tualatin. This report provides information that informs future planning efforts, including development and redevelopment. It provides the City with information about the housing market in Tualatin and describes the factors that will affect future housing demand in Tualatin, such as changing demographics. This analysis will help decision makers understand whether Tualatin has enough land to accommodate growth over the next 20 years.

Framework for a Housing Needs Analysis

Economists view housing as a bundle of services for which people are willing to pay: shelter certainly, but also proximity to other attractions (job, shopping, parks and recreation), amenities (type and quality of fixtures and appliances, landscaping, views), prestige, and access to a range of services (i.e. medical, transportation) including public services (i.e. quality of schools). Because it is impossible to maximize all these services and simultaneously minimize costs, households must, and do, make tradeoffs. What they can get for their money is influenced both by economic forces and government policy. Moreover, different households will value what they can get differently. They will have different preferences, which in turn are a function of many factors like income, age of head of household, number of people and children in the household, number of workers and job locations, number of transportation vehicles, and so on.

Thus, housing choices of individual households are influenced in complex ways by dozens of factors. The housing market in Washington County and Tualatin are the result of the individual decisions of thousands of households. These points help to underscore the complexity of projecting what types of housing will be built in Tualatin between 2020 and 2040.

The complex nature of the housing market, demonstrated by the unprecedented boom and bust during the past decade, does not eliminate the need for some type of forecast of future housing

demand and need. This includes resulting implications for land demand and consumption. Such forecasts are inherently uncertain. Their usefulness for public policy often derives more from the explanation of their underlying assumptions about the dynamics of markets and policies than from the specific estimates of future demand and need. Thus, we start our housing analysis with a framework for thinking about housing and residential markets, and how public policy affects those markets.

Statewide Planning Goal 10

The passage of the Oregon Land Use Planning Act of 1974 (ORS Chapter 197) established the Land Conservation and Development Commission (LCDC) and the Department of Land Conservation and Development (DLCD). The Act required the Commission to develop and adopt a set of statewide planning goals. Goal 10 addresses housing in Oregon and provides guidelines for local governments to follow in developing their local comprehensive land use plans and implementing policies.

At a minimum, local housing policies must meet the requirements of Goal 10 and the statutes and administrative rules that implement it (ORS 197.295 to 197.314, ORS 197.475 to 197.490, and OAR 600-008). Goal 10 requires incorporated cities to complete an inventory of buildable residential lands. Goal 10 also requires cities to encourage the numbers of housing units in price and rent ranges commensurate with the financial capabilities of its households. Jurisdictions located in the Metro UGB are also required to comply with Metropolitan Housing in OAR 660-007 and Title 7 of Metro's Urban Growth Management Functional Plan in the Metro Code (3.07 Title 7).

Goal 10 defines needed housing types as "all housing on land zoned for residential use or mixed residential and commercial use that is determined to meet the need shown for housing within an urban growth boundary at price ranges and rent levels that are affordable to households within the city with a variety of incomes, including but not limited to households with low incomes, very low incomes and extremely low incomes." ORS 197.303 defines needed housing types:

- (a) Housing that includes, but is not limited to, attached and detached single-family housing and multiple family housing for both owner and renter occupancy.
- (b) Government assisted housing.2
- (c) Mobile home or manufactured dwelling parks as provided in ORS 197.475 to 197.490.
- (d) Manufactured homes on individual lots planned and zoned for single-family residential use that are in addition to lots within designated manufactured dwelling subdivisions.
- (e) Housing for farmworkers.

¹ ORS 197.296 only applies to cities with populations over 25,000.

² Government assisted housing can be any housing type listed in ORS 197.303 (a), (c), or (d).

DLCD provides guidance on conducting a housing needs analysis in the document *Planning for Residential Growth: A Workbook for Oregon's Urban Areas*, referred to as the Workbook.

Tualatin must identify needs for all of the housing types listed above as well as adopt policies that increase the likelihood that needed housing types will be developed. This housing needs analysis was developed to meet the requirements of Goal 10 and its implementing administrative rules and statutes.

The Metropolitan Housing Rule

OAR 660-007 (the Metropolitan Housing rule) is designed to "assure opportunity for the provision of adequate numbers of needed housing units and the efficient use of land within the Metropolitan Portland (Metro) urban growth boundary." OAR 660-0070-005(12) provides a Metro-specific definition of needed housing:

"Needed Housing" defined. Until the beginning of the first periodic review of a local government's acknowledged comprehensive plan, "needed housing" means housing types determined to meet the need shown for housing within an urban growth boundary at particular price ranges and rent levels.

The Metropolitan Housing Rule also requires cities to develop residential plan designations:

(1) Plan designations that allow or require residential uses shall be assigned to all buildable land. Such designations may allow nonresidential uses as well as residential uses. Such designations may be considered to be "residential plan designations" for the purposes of this division. The plan designations assigned to buildable land shall be specific so as to accommodate the varying housing types and densities identified in OAR 660-007-0030 through 660-007-0037.

OAR 660-007 also specifies the mix and density of new residential construction for cities within the Metro Urban Growth Boundary (UGB):

"Provide the <u>opportunity</u> for at least 50 percent of new residential units to be attached single family housing or multiple family housing or justify an alternative percentage based on changing circumstances" (OAR 660-007-0030 (1).

OAR 660-007-0035 sets specific density targets for cities in the Metro UGB. Tualatin's average density target is eight dwelling units per net buildable acre.³

Metro Urban Growth Management Functional Plan

The Metro Urban Growth Management Functional Plan describes the policies that guide development for cities within the Metro UGB to implement the goals in the Metro 2040 Plan.

³ OAR 660-024-0010(6) defines Net Buildable Acres as follows: "Net Buildable Acre" consists of 43,560 square feet of residentially designated buildable land after excluding future rights-of-way for streets and roads.

Title 1: Housing Capacity

Title 1 of Metro's Urban Growth Management Functional Plan is intended to promote efficient land use within the Metro UGB by increasing the capacity to accommodate housing capacity. Each city is required to determine its housing capacity based on the minimum number of dwelling units allowed in each zoning district that allows residential development and maintain this capacity.

Title 1 requires that a city adopt minimum residential development density standards by March 2011. If the jurisdiction did not adopt a minimum density by March 2011, the jurisdiction must adopt a minimum density that is at least 80% of the maximum density.

Title 1 provides measures to decrease development capacity in selected areas by transferring the capacity to other areas of the community. This may be approved as long as the community's overall capacity is not reduced.

Metro's 2017 Compliance Report concludes that Tualatin is in compliance for the City's Title 1 responsibilities.

Title 7: Housing Choice

Title 7 of Metro's Urban Growth Management Functional Plan is designed to ensure the production of affordable housing in the Metro UGB. Each city and county within the Metro region is encouraged to voluntarily adopt an affordable housing production goal.

Each jurisdiction within the Metro region is required to ensure that their comprehensive plans and implementing ordinances include strategies to:

- Ensure the production of a diverse range of housing types,
- Maintain the existing supply of affordable housing, increase opportunities for new affordable housing dispersed throughout their boundaries, and
- Increase opportunities for households of all income levels to live in affordable housing (3.07.730)

Metro's 2017 Compliance Report concludes that Tualatin is in compliance for the City's Title 7 responsibilities.

Title 11: Planning for New Urban Areas

Title 11 of Metro's Urban Growth Management Functional Plan provides guidance on the conversion of land from rural to urban uses. Land brought into the Metro UGB is subject to the provisions of section 3.07.1130 of the Metro Code, which requires lands to be maintained at rural densities until the completion of a concept plan and annexation into the municipal boundary.

The concept plan requirements directly related to residential development are to prepare a plan that includes:

- (1) A mix and intensity of uses that make efficient use of public systems and facilities,
- (2) A range of housing for different types, tenure, and prices that addresses the housing needs of the governing city, and
- (3) Identify goals and strategies to meet the housing needs for the governing city in the expansion area.

Organization of this Report

The rest of this document is organized as follows:

- Chapter 2. Residential Buildable Lands Inventory presents the methodology and results of Tualatin's inventory of residential land.
- Chapter 3. Historical and Recent Development Trends summarizes the state, regional, and local housing market trends affecting Tualatin's housing market.
- Chapter 4. Demographic and Other Factors Affecting Residential Development in Tualatin presents factors that affect housing need in Tualatin, focusing on the key determinants of housing need: age, income, and household composition. This chapter also describes housing affordability in Tualatin relative to the larger region.
- Chapter 5. Housing Need in Tualatin presents the forecast for housing growth in Tualatin, describing housing need by density ranges and income levels.
- Chapter 6. Residential Land Sufficiency within Tualatin estimates Tualatin's residential land sufficiency needed to accommodate expected growth over the planning period.

2. Residential Buildable Lands Inventory

This chapter provides a summary of the residential buildable lands inventory (BLI) for the Tualatin Planning Area. This buildable lands inventory analysis complies with statewide planning Goal 10 policies that govern planning for residential uses. The detailed methodology used to complete the buildable lands inventory completed is presented in Appendix A.

First, the analysis established the residential land base (parcels or portion of parcels with appropriate zoning), classified parcels by buildable status, identified/deducted environmental constraints, and lastly summarized total buildable area by Plan Designation.

Definitions

ECONorthwest developed the buildable lands inventory with a tax lot database from Metro Regional Land Information Systems (RLIS). Maps produced for the buildable lands inventory used a combination of GIS data based on the Metro BLI for the 2018 Urban Growth Report, adopted maps, and visual verification to verify the accuracy of Metro data. The tax lot database is current as of 2016, accounting for changes and development updates through April 2019. The inventory builds from the database to estimate buildable land per plan designations that allow residential uses. The following definitions were used to identify buildable land for inclusion in the inventory:

- Vacant land. Tax lots designated as vacant by Metro based on the following criteria: (1) fully vacant based on Metro aerial photo; (2) tax lots with less than 2,000 square feet developed and developed area is less than 10% of lot; (3) lots 95% or more vacant from GIS vacant land inventory.
- Partially vacant land. Single-family tax lots that are 2.5 times larger than the minimum lot size and a building value less than \$300,000, or lots that are 5 times larger than the minimum lots size (no threshold for building value). These lots are considered to still have residential capacity. For this analysis, we classified these lots as Partially Vacant, and we assumed that 0.25 acres of the lot was developed, and the remaining land is available for development, less constraints.
- Public or exempt land. Lands in public or semi-public ownership are considered unavailable for residential development. This includes lands in Federal, State, County, or City ownership as well as lands owned by churches and other semi-public organizations and properties with conservation easements. These lands are identified using the Metro's definitions and categories.
- Developed land. Lands not classified as vacant, partially vacant, or public/exempt are
 considered developed. Developed land includes lots with redevelopment capacity,
 which are also included in BLI. The unit capacity of developed but redevelopable
 lots is based on Metro's estimates.

Development Constraints

Consistent with state guidance on buildable lands inventories, ECONorthwest deducted the following constraints from the buildable lands inventory and classified those portions of tax lots that fall within the following areas as constrained, unbuildable land:

- Lands within floodplains. Flood Insurance Rate Maps from the Federal Emergency
 Management Agency (FEMA) were used to identify lands in floodways and 100-year
 floodplains, as well as lands identified in Metro's Title 3 Stream and Floodplain
 Protection Plan.
- Land within natural resource protection areas. The Locally Significant Wetlands shapefile was used to identify areas within wetlands. Riparian corridors and other natural resource areas identified in Tualatin's Natural Resource Protection Overlay District were all considered undevelopable. These areas are consistent with the City's Development Code Chapter 72.
- Land with slopes over 25%. Lands with slopes over 25% are considered unsuitable for residential development.

Buildable Lands Inventory Results

Land Base

Exhibit 1 shows residential land in Tualatin by classification (development status). The results show that the Tualatin Planning Area has 2,556 total acres in residential plan designations. (This includes the areas of the Mixed-Use Commercial Overlay Zone and Central Tualatin Overlay Zone that allow residential uses). Of these 2,556 acres, about 2,109 acres (82%) are classified as Developed or Public (or Exempt) and do not have development capacity, and the remaining 447 acres (18%) are Vacant or Partially Vacant and have development capacity (not including development constraints).⁴

⁴ The buildable lands inventory results in Exhibit 1 does not account for development constraints (yet). Land with development constraints are not classified as buildable; we remove development constraints in Exhibit 2 and we present final buildable land results in Exhibit 3.

Exhibit 1. Residential acres by classification and Plan Designation, Tualatin Planning Area, 2019 Source: Metro BLI, ECONorthwest Analysis. Note: The numbers in the table may not sum to the total as a result of rounding.

Generalized Plan Designation	Vacant	Partially Vacant	Developed	Public or Exempt	Total Acres	Percent of Total
Residential						
Low Density Residential	28	144	1,055	510	1,737	68%
Medium Low Density Residential	-	78	92	68	238	9%
Medium High Density Residential	1	-	125	31	158	6%
High Density High Rise Residential	-	-	6	9	15	1%
High Density Residential	15	-	117	21	153	6%
Commercial						
Mixed-Use Commercial Overlay Zone	-	-	25	-	25	1%
Central Tualatin Overlay Zone	3	-	29	6	37	1%
Basalt Creek Planning Area						
Low Density Residential	2	99	11	-	113	4%
Medium Low Density Residential	49	23	-	-	72	3%
High Density Residential	-	5	-	-	5	0%
Neighborhood Commercial	-	1	4	-	4	0%
Total	98	349	1,464	645	2,556	100%

Exhibit 2 shows land in all residential plan designations by development and constraint status. After development constraints have been applied, about 65% of Tualatin's total residential land (1,668 acres) has no development capacity (i.e., committed), 22% (566 acres) is constrained, and 13% (322 acres) are unconstrained and buildable.

Exhibit 2. Residential land by comprehensive Plan Designation and constraint status, Tualatin Planning Area, 2019

Source: Metro BLI, ECONorthwest Analysis. Note: The numbers in the table may not sum to the total as a result of rounding.

Generalized Plan Designation	Total acres	Committed	Constrained	Buildable
Generalized Flan Designation	Total acres	acres	acres	acres
Residential				
Low Density Residential	1,737	1,286	365	86
Medium Low Density Residential	238	118	47	73
Medium High Density Residential	158	128	29	1
High Density High Rise Residential	15	4	11	0
High Density Residential	153	77	64	12
Commercial				
Mixed-Use Commercial Overlay Zone	25	20	5	0
Central Tualatin Overlay Zone	37	16	21	0
Basalt Creek Planning Area				
Low Density Residential	113	13	23	76
Medium Low Density Residential	72	2	1	69
High Density Residential	5	0	0	5
Neighborhood Commercial	4	4	0	0
Total	2,556	1,668	566	322

Vacant Buildable Land

Exhibit 3 shows buildable acres (e.g., acres in tax lots after constraints are deducted) for vacant and partially vacant land by plan designation. Of Tualatin's 322 unconstrained buildable residential acres, about 24% are in tax lots classified as vacant, and 76% are in tax lots classified as partially vacant. About 27% of Tualatin's buildable residential land is in the Low Density Residential plan designation and about 47% of Tualatin's buildable residential land is located in the Basalt Creek Planning Area.

Exhibit 3. Buildable acres in vacant and partially vacant tax lots by plan designation and zoning, Tualatin Planning Area, 2019

Source: Metro BLI, ECONorthwest Analysis. Note: The numbers in the table may not sum to the total as a result of rounding.

Generalized Plan Designation	Total buildable acres	Buildable acres on vacant lots	Buildable acres on partially vacant lots
Residential			
Low Density Residential	86	13	72
Medium Low Density Residential	73	0	73
Medium High Density Residential	1	1	0
High Density High Rise Residential	0	0	0
High Density Residential	12	12	0
Commercial			
Mixed-Use Commercial Overlay Zone	0	0	0
Central Tualatin Overlay Zone	0	0	0
Basalt Creek Planning Area			
Low Density Residential	76	2	74
Medium Low Density Residential	69	49	20
High Density Residential	5	0	5
Neighborhood Commercial	0	0	0
Total	322	78	244

Exhibit 4 and 5 (upcoming pages) show the results of Tualatin's residential BLI.

Exhibit 4. Residential Land by Development Status with Constraints, Tualatin Planning Area, 2019

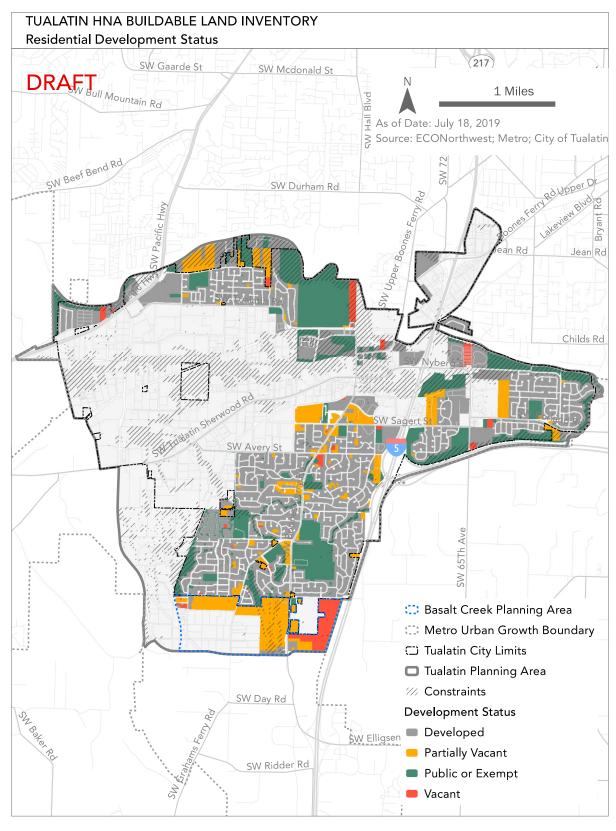
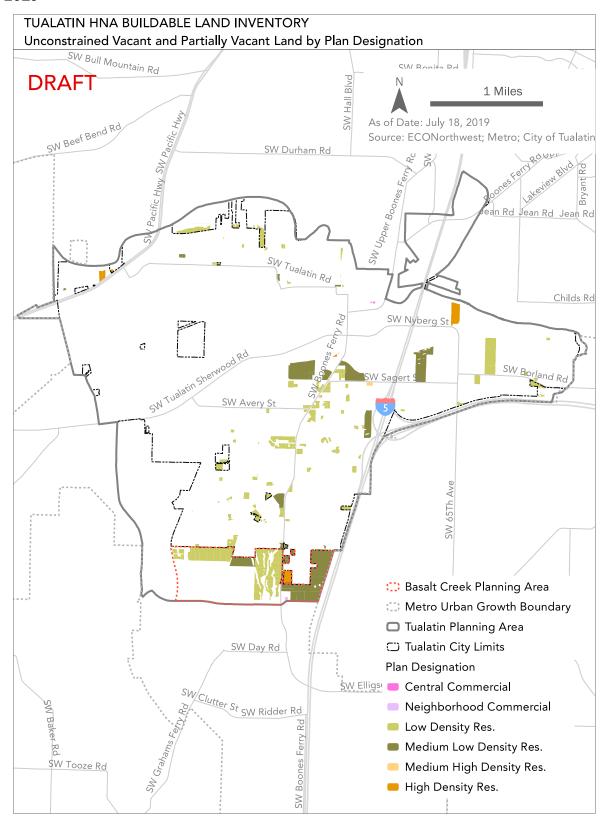


Exhibit 5. Unconstrained Vacant and Partially Vacant Residential Land, Tualatin Planning Area, 2019



Redevelopment Potential

Over the 20-year study period a share of developed lots are likely to redevelop with new buildings. To account for the development capacity on these developed lots, Metro identifies a subset of developed lots as "redevelopable". Metro has created two "filters" to identify lots with the potential to redevelop.5

- Threshold Method. This method identifies lots where redevelopment would result in a net increase of 50% more than the current number of units on the site. The method uses property value thresholds where it is economically viable to for a lot to redevelop at this intensity. For suburban areas in the regional UGB the threshold is \$10 per square foot of property value for multifamily structures and \$12 per square foot for mixed use structures. If a lots current property value is below these thresholds, it is assumed to have the potential to redevelop.
- Historic Probability Method. This method determines the probability of lot redevelopment based on a statistical analysis of lots that historically redeveloped within the region. The probability for each lot is multiplied by the total zoned capacity of the lot to determine the likely future residential capacity.

For the Tualatin BLI, ECONorthwest used the estimate of redevelopable units on developed lots, as identified based on the Threshold method, which is based on discussion with Metro staff.

Note, the capacity of partially vacant lots (where the lot could be further developed under current development standards without demolishing existing structures) is accounted for in the unconstrained buildable acres.

Metro's analysis shows potential for redevelopment to add about 400 new dwelling units, in areas such as Low Density Residential, High Density Residential, and High Density / High Rise Residential. However, little redevelopment has occurred in Tualatin over the last decade or so. Given the age of some of Tualatin's housing and the on-going changes in the housing market in Tualatin and the Portland Region, Tualatin may see more redevelopment over the next 20 years than in the past decade. The City may need to actively plan for redevelopment through identifying opportunity areas for redevelopment and support redevelopment through use of tools such as Urban Renewal funding, density bonuses, and tax exemptions.

⁵ Oregon Metro. Appendix 2: Buildable Lands Inventory. November 21, 2018. https://www.oregonmetro.gov/sites/default/files/2018/12/03/Appendix2-BuildableLandsInventory_12032018.pdf

3. Historical and Recent Development Trends

Analysis of historical development trends in Tualatin provides insight into the functioning of the local housing market. The mix of housing types and densities, in particular, are key variables in forecasting the capacity of residential land to accommodate new housing and to forecast future land need. The specific steps are described in Task 2 of the DLCD *Planning for Residential Lands Workbook* as:

- 1. Determine the time period for which the data will be analyzed.
- 2. Identify types of housing to address (all needed housing types).
- 3. Evaluate permit/subdivision data to calculate the actual mix, average actual gross density, and average actual net density of all housing types.

This Housing Needs Analysis examines changes in Tualatin's housing market from 2000 to 2017, as well as residential development from 2002 to 2017. We selected this time period because (1) the period provides information about Tualatin's housing market before and after the national housing market bubble's growth, deflation, and the more recent increase in housing costs and (2) data about Tualatin's housing market during this period is readily available from sources such as the Census and RLIS.

The Housing Needs Analysis presents information about residential development by housing type. There are multiple ways that housing types can be grouped. For example, they can be grouped by:

- 1. Structure type (e.g., single-family detached, apartments, etc.).
- 2. Tenure (e.g., distinguishing unit type by owner or renter units).
- 3. Housing affordability (e.g., subsidized housing or units affordable at given income levels).
- 4. Some combination of these categories.

For the purposes of this study, we grouped housing types based on: (1) whether the structure is stand-alone or attached to another structure and (2) the number of dwelling units in each structure. The housing types used in this analysis are consistent with needed housing types as defined in ORS 197.303:

- **Single-family detached** includes single-family detached units, manufactured homes on lots and in mobile home parks, and accessory dwelling units.
- **Single-family attached** is all structures with a common wall where each dwelling unit occupies a separate lot, such as row houses or townhouses.
- Multifamily is all attached structures (e.g., duplexes, tri-plexes, quad-plexes, and structures with five or more units) other than single-family detached units, manufactured units, or single-family attached units.

In Tualatin, government-assisted housing (ORS 197.303(b)) and housing for farmworkers (ORS 197.303(e)) can be any of the housing types listed above.

Data Used in this Analysis

Throughout this analysis (including the subsequent Chapter 4), we used data from multiple sources, choosing data from well-recognized and reliable data sources. One of the key sources for housing and household data is the U.S. Census. This report primarily uses data from two Census sources, the Decennial and the American Community Survey:

- The **Decennial Census**, which is completed every ten years and is a survey of all households in the U.S. The Decennial Census is considered the best available data for information such as demographics (e.g., number of people, age distribution, or ethnic or racial composition), household characteristics (e.g., household size and composition), and housing occupancy characteristics. As of 2010, the Decennial Census does not collect more detailed household information, such as income, housing costs, housing characteristics, and other important household information. Decennial Census data is available for 2000 and 2010.
- The American Community Survey (ACS), which is completed every year and is a sample of households in the U.S. From 2013 to 2017, the ACS sampled an average of 3.5 million households per year, or about 2.9% of the households in the nation. The ACS collects detailed information about households, including demographics (e.g., number of people, age distribution, ethnic or racial composition, country of origin, language spoken at home, and educational attainment), household characteristics (e.g., household size and composition), housing characteristics (e.g., type of housing unit, year unit built, or number of bedrooms), housing costs (e.g., rent, mortgage, utility, and insurance), housing value, income, and other characteristics.

This report uses data from the 2013-2017 ACS for Tualatin. Where information is available and relevant, we report information from the 2000 and 2010 Decennial Census. Among other data points, this report includes population, income, and housing price data from Redfin, the Bureau of Labor Services, and the United States Department of Housing and Urban Development. It uses the Oregon Department of Housing and Community Services affordable housing inventory and Oregon's Manufactured Dwelling Park inventory. It uses Metro's Regional Land Information System (RLIS) database, which provides tax lot data for jurisdictions within the three-county Metro Area (Clackamas County, Multnomah County, and Washington County).6

The foundation of the housing needs analysis is the population forecast for Tualatin from Metro's 2040 Household Distributed Forecast.

⁶ We use RLIS tax lot data as a proxy for building permit data for Tualatin. The analysis period is 2000-2017, unless otherwise noted.

It is worth commenting on the methods used for the American Community Survey. The American Community Survey (ACS) is a national survey that uses continuous measurement methods. It uses a sample of about 3.54 million households to produce annually updated estimates for the same small areas (census tracts and block groups) formerly surveyed via the decennial census long-form sample. It is also important to keep in mind that all ACS data are estimates that are subject to sample variability. This variability is referred to as "sampling error" and is expressed as a band or "margin of error" (MOE) around the estimate.

This report uses Census and ACS data because, despite the inherent methodological limits, they represent the most thorough and accurate data available to assess housing needs. We consider these limitations in making interpretations of the data and have strived not to draw conclusions beyond the quality of the data.

Trends in Housing Mix

This section provides an overview of changes in the mix of housing types in Tualatin and compares Tualatin to Washington County and to Oregon. These trends demonstrate the types of housing developed in Tualatin historically. Unless otherwise noted, this chapter and the next chapter uses data from the 2000 and 2010 Decennial Census and the 2013-2017 American Community Survey 5-Year Estimates.

This section shows the following trends in housing mix in Tualatin:

- About half (53%) of Tualatin's housing stock is single-family detached housing units. Forty-one percent of Tualatin's housing stock is multifamily and 6% is single-family attached (e.g., townhouses, rowhouses, duplexes).
- Since 2000, Tualatin's housing mix has remained relatively static. Tualatin's housing stock grew by about 23% (about 2,112 new units) between 2000 and the 2013-2017 period.
- Single-family housing accounted for the majority of new housing growth in Tualatin between 2000 and 2017. Sixty percent of new housing built between 2000 and 2017 was single-family housing (detached and attached).

ECONorthwest

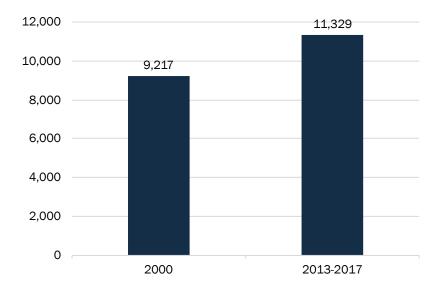
⁷ A thorough description of the ACS can be found in the Census Bureau's publication "What Local Governments Need to Know." https://www.census.gov/library/publications/2009/acs/state-and-local.html

Housing Mix

The total number of dwelling units in Tualatin increased by 23% from 2000 to 2013-2017.

Tualatin added 2,112 units since 2000.

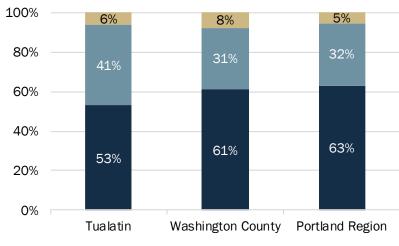
Exhibit 6. Total Dwelling Units, Tualatin, 2000 and 2013-2017 Source: U.S. Census Bureau, 2000 Decennial Census, SF3 Table H030, and 2013-2017 ACS Table B25024.



Tualatin had a smaller share of single-family detached housing and a larger share of multifamily housing than Washington County and the Portland Region.

Exhibit 7. Housing Mix, Tualatin, Washington County, Portland Region, 2013-2017

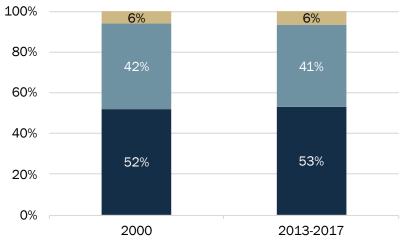
Source: U.S. Census Bureau, 2013-2017 ACS Table B25024.



■ Single-Family Detached ■ Multifamily ■ Single-Family Attached

From 2000 to 2013-2017, Tualatin's housing mix stayed about the same.

Exhibit 8. Change in Housing Mix, Tualatin, 2000 and 2013-2017 Source: U.S. Census Bureau, 2000 Decennial Census, SF3 Table H030, and 2013-2017 ACS Table B25024.



■ Single-Family Detached ■ Multifamily ■ Single-Family Attached

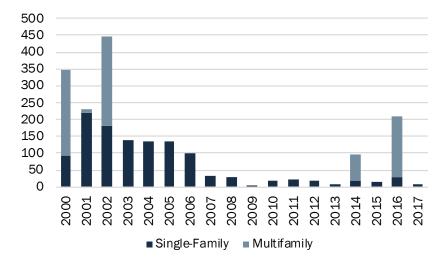
Dwelling Units Built

Over the 2000 to 2017 period, Tualatin added 1,996 dwelling units, with an annual average of 111 dwelling units.

Of these 1,996 units, about 60% were single-family units and 40% were multifamily units.

Exhibit 9. Units Built by Year and Type of Unit, Tualatin, 2000 through 2017

Source: RLIS.



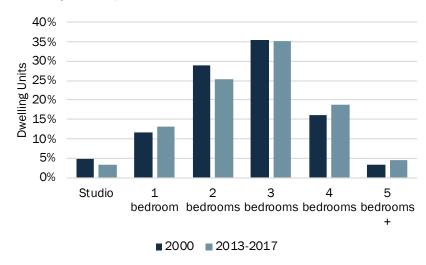
Size of Units

This section provides an overview of dwelling unit size in Tualatin.

In 2000, a larger share of dwelling units in Tualatin were three-bedroom units. As of the 2013-2017 period, this trend continues to persist.

Exhibit 10. Share of Units by Number of Bedrooms, Tualatin, 2000 and 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census, SF3 Table H041, and 2013-2017 ACS Table B25041. Note: The total number of units in 2000 is 9,217; the total number of units in the 2013-17 period is 11,329.

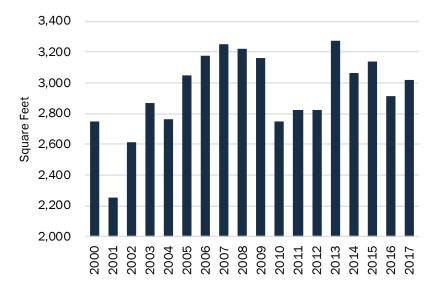


Single-family units built in Tualatin since 2000, averaged 2,773 sq. ft. per unit.

Single-family units built in Tualatin since 2014, averaged 3,015 sq. ft. per unit.

Exhibit 11. Average Size of Single-Family Units Built by Year, Tualatin, 2010 through 2017

Source: RLIS. Note: Single-family units include single-family detached and attached units.



Based on historical trends, condominiums in Tualatin were slightly smaller than single-family dwellings (Error! Reference source n ot found.) and slightly larger than apartments.

Exhibit 12. Average Size of Multifamily Units Built by Year (including housing description), Tualatin, 2000, 2001, 2002, 2014, and 2016 Source: RLIS, Costar, and Washington County Assessor.

2000: 1,172 Sq. Ft.

Condominium

2001: 1,562 Sq. Ft.

Condominium

2002: 892 Sq. Ft.

Apartment

2014: 1,322 Sq. Ft.

Retirement Facility

2016: 977 Sq. Ft.

Apartment

On average, a 2-bedroom multifamily unit in Tualatin is about 928 sq. ft.

Exhibit 13. Average Square Feet of Multifamily Units, Tualatin, 2019 Source: Costar. Note: "All Beds" represent the aggregate of multifamily units in Tualatin (recognizing that bedroom counts are unknown for some units).

Multifamily Unit by	Average Sq. Ft.	Inventory
Bedroom Count	(2019)	(Units)
All Beds	856	3,905
Studio	445	249
1-Bedroom	649	1,206
2-Bedrooms	928	1,739
3-Bedrooms	1,144	608
4+ Bedrooms	1,255	4

Trends in Housing Density

Housing density is the density of housing by structure type, expressed in dwelling units per net or gross acre. The U.S. Census does not track residential development density thus, this study analyzes housing density based on Metro's RLIS database for development between 2000 and 2017.

Between 2000 and 2017, Tualatin permitted 1,996 new dwelling units. Of the 1,996 new units, 1,207 units were single-family (60%) and 789 units were multifamily (40%). During this time, housing in Tualatin developed at an average net density of 8.7 dwelling units per net acre. Exhibit 14 shows average net residential development by structure type for the historical analysis period. Single-family housing (detached and attached) developed at 6.4 units per net acre and multifamily housing developed at 19.9 units per net acre.

Exhibit 14. Net Density by Unit Type and Zone, Tualatin, 2000 through 2017

Source: RLIS.

Note: Single-family includes single-family detached and single-family attached units because RLIS data does not distinguish between the type of single-family unit.

	Single-family (Detached and Attached)		ſ	Multifamily			Total, combined		
	Units	Acres	Net Density	Units	Acres	Net Density	Units	Acres	Net Density
Low Density Residential	976	172	5.7				976	172	5.7
Medium Low Density Residential	79	10	8.0	90	5	19.5	169	14	11.7
High Density Residential	152	6	23.4	699	35	19.9	851	42	20.5
Total	1,207	189	6.4	789	40	19.9	1,996	228	8.7

Trends in Tenure

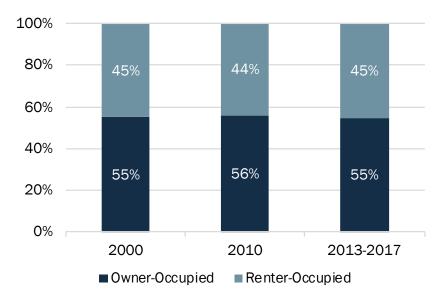
Housing tenure describes whether a dwelling unit is owner- or renter-occupied. This section shows:

- Homeownership in Tualatin is lower than Washington County's and Oregon's rate. About 55% of Tualatin's households own their own home. In comparison, 61% of Washington County households and 60% of Oregon households are homeowners.
- Homeownership in Tualatin stayed about the same between 2000 and 2013-2017. Homeownership hovered around 55% in 2000, 2010, and the 2013-2017 period.
- Most of Tualatin homeowners (88%) live in single-family detached housing, while most of Tualatin's renters (82%) live in multifamily housing.

The homeownership rate in Tualatin stayed about the same since 2000.

Exhibit 15. Tenure, Occupied Units, Tualatin, 2000, 2010, and 2013-2017

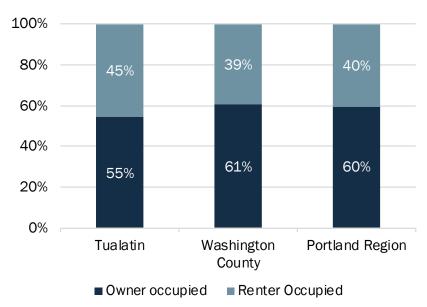
Source: U.S. Census Bureau, 2000 Decennial Census SF1 Table H004, 2010 Decennial Census SF1 Table H4, 2013-2017 ACS Table B24003.



Tualatin had a lower homeownership rate than Washington County and the Portland Region.

Exhibit 16. Tenure, Occupied Units, Tualatin, Washington County, and Portland Region, 2013-2017

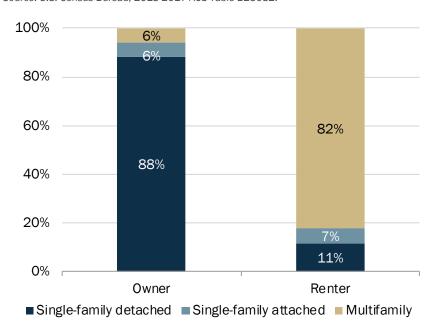
Source: U.S. Census Bureau, 2013-2017 ACS 5-Year Estimates, Table B24003.



Most of Tualatin homeowners (88%) lived in single-family detached housing.

In comparison, most of Tualatin renters lived in multifamily housing.

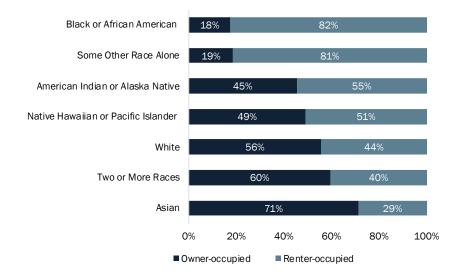
Exhibit 17. Housing Units by Type and Tenure, Tualatin, 2013-2017 Source: U.S. Census Bureau, 2013-2017 ACS Table B25032.



A proportionately smaller share of households with an African American head of household were homeowners.

Exhibit 18. Tenure by Race of the Head of Household, Tualatin, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS Table B25003A-G.



Most households with a Latinx head of household were renters.

Exhibit 19. Tenure by Latinx Head of Household, Tualatin, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS Table B250031.

Latinx Head 18% 82% of Household Homeowners Renters

Vacancy Rates

Housing vacancy is a measure of housing that is available to prospective renters and buyers. It is also a measure of unutilized housing stock. The Census defines vacancy as: "Unoccupied housing units...determined by the terms under which the unit may be occupied, e.g., for rent, for sale, or for seasonal use only." The 2010 Census identified vacancy through an enumeration, separate from (but related to) the survey of households. Enumerators are obtained using information from property owners and managers, neighbors, rental agents, and others.

According to the 2013-2017 Census, the vacancy rate in Tualatin was 4.3%, compared to 4.8% for Washington County and 5.5% for the Portland Region.

Tualatin's vacancy rate declined from 2000 to the 2013-2017 period.

Exhibit 20. Vacancy Rate, Tualatin, 2000 and 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census SF1 Table H005, 2013-2017 ACS Table B25004.

2000 6.2%

Of Total Dwelling Units

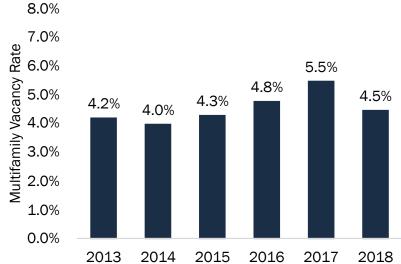
2013-2017 4.3%

Of Total Dwelling Units

Tualatin's average multifamily vacancy rate dipped to a low of 4% in 2014. In 2018, Tualatin's multifamily vacancy rate was 4.5%.

Exhibit 21. Average Multifamily Vacancy Rate, Tualatin, 2013 through 2018

Source: CoStar.
8.0%



As of 2013-2017, less than half a percent of Tualatin's dwelling units were vacant for seasonal, recreational, or occasional use (e.g. short-term rentals or vacation homes).

Exhibit 22. Vacancy for Seasonal, Recreational, or Occasional Use, Tualatin, 2000 and 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census SF1 Table H005, 2013-2017 ACS Table B25004.

Share of Total Dwelling Units

2013-2017 44 Units 0.4%

Share of Total Dwelling Units

Government-Assisted Housing

Governmental agencies offer subsidies to support housing development for low- and moderate-income households. Tualatin has three government-assisted housing developments, with 604 subsidized units.

Exhibit 23. Government-Assisted Housing, Tualatin, March 2019

Source: Oregon Housing and Community Services. (March 2019). Affordable Housing Inventory in Oregon.

Housing Developments	Total Units	Affordable Units	Population Served	Government Subsidy Type	Affordability Contract Expiration
Terrace View	100	100	Family	LIHTC 4%	1/1/28
Tualatin Meadows	240	240	Family	LIHTC 4%	9/1/30
Woodridge	264	264	Family	OHCS Grants	3/1/49
Total	604	604			

Note to reviewer: If data can be made available, we will include information about the number of Housing Choice Vouchers used in Tualatin in a future version of the report.

Manufactured Homes

Manufactured homes provide a source of affordable housing in Tualatin. They provide a form of homeownership that can be made available to low- and moderate-income households. Cities are required to plan for manufactured homes—both on lots and in parks (ORS 197.475-492).

Generally, manufactured homes in parks are owned by the occupants who pay rent for the space. Monthly housing costs are typically lower for a homeowner in a manufactured home park for several reasons, including the fact that property taxes levied on the value of the land are paid by the property owner, rather than the manufactured home owner. The value of the manufactured home generally does not appreciate in the way a conventional home would, however. Manufactured homeowners in parks are also subject to the mercy of the property owner in terms of rent rates and increases. It is generally not within the means of a manufactured homeowner to relocate to another manufactured home to escape rent increases. Homeowners living in a park is desirable to some because it can provide a more secure community with on-site managers and amenities, such as laundry and recreation facilities.

OAR 197.480(4) requires cities to inventory the mobile home or manufactured dwelling parks sited in areas planned and zoned or generally used for commercial, industrial, or high-density residential development.⁸ Exhibit 24 presents the inventory of mobile and manufactured home parks within Tualatin as of early 2019.

Tualatin has two manufactured housing parks, with a total of 178 spaces within its city limits.

Exhibit 24. Inventory of Mobile/Manufactured Home Parks, Tualatin city limits, March 2019

Source: Oregon Manufactured Dwelling Park Directory.

Name	Location	Туре	Total Spaces	Vacant Spaces	Plan Designation
Angel Haven	18485 SW Pacific Dr	Senior	129	2	RML
Willow Glen	9700 SW Tualatin Rd	Family	49	1	RML
Total			178	3	

⁸ ORS 90.645 regulates rules about closure of manufactured dwelling parks. It requires that the landlord must do the following for manufactured dwelling park tenants before closure of the park: give at least one year's notice of park closure, pay the tenant between \$5,000 to \$9,000 for each manufactured dwelling park space, and cannot charge tenants for demolition costs of abandoned manufactured homes.

4. Demographic and Other Factors Affecting Residential Development in Tualatin

Demographic trends are important for a thorough understanding of the dynamics of the Tualatin housing market. Tualatin exists in a regional economy; trends in the region impact the local housing market. This chapter documents demographic, socioeconomic, and other trends relevant to Tualatin at the national, state, and regional levels.

Demographic trends provide a context for growth in a region; factors such as age, income, migration, and other trends show how communities have grown and how they will shape future growth. To provide context, we compare Tualatin to Washington County and Oregon. We also compare Tualatin to nearby cities where appropriate. Characteristics such as age and ethnicity are indicators of how the population has grown in the past and provide insight into factors that may affect future growth.

A recommended approach to conducting a housing needs analysis is described in *Planning for Residential Growth: A Workbook for Oregon's Urban Areas*, the Department of Land Conservation and Development's guidebook on local housing needs studies. As described in the workbook, the specific steps in the housing needs analysis are:

- 1. Project the number of new housing units needed in the next 20 years.
- 2. Identify relevant national, state, and local demographic and economic trends and factors that may affect the 20-year projection of structure type mix.
- 3. Describe the demographic characteristics of the population and, if possible, the housing trends that relate to demand for different types of housing.
- 4. Determine the types of housing that are likely to be affordable to the projected households based on household income.
- 5. Determine the needed housing mix and density ranges for each plan designation and the average needed net density for all structure types.
- 6. Estimate the number of additional needed units by structure type.

This chapter presents data to address steps 2, 3, and 4 in this list. Chapter 5 presents data to address steps 1, 5, and 6 in this list.

Demographic and Socioeconomic Factors Affecting Housing Choice⁹

Analysts typically describe housing demand as the *preferences* for different types of housing (e.g., single-family detached or apartment), and *the ability to pay* for that housing (the ability to exercise those preferences in a housing market by purchasing or renting housing; in other words, income or wealth).

Many demographic and socioeconomic variables affect housing choice. However, the literature about housing markets finds that age of the householder, size of the household, and income are most strongly correlated with housing choice.

- Age of householder is the age of the person identified (in the Census) as the head of household. Households make different housing choices at different stages of life. This chapter discusses generational trends, such as housing preferences of Baby Boomers, people born from about 1946 to 1964, and Millennials, people born from about 1980 to 2000.
- Size of household is the number of people living in the household. Younger and older people are more likely to live in single-person households. People in their middle years are more likely to live in multiple person households (often with children).
- **Household income** is the household income. Income is probably the most important determinant of housing choice. Income is strongly related to the type of housing a household chooses (e.g., single-family detached, duplex, tri-plex, quad-plex, or a building with more than five units) and to household tenure (e.g., rent or own).

⁹ The research in this chapter is based on numerous articles and sources of information about housing, including:

Davis, Hibbits, & Midghal Research, "Metro Residential Preference Survey," May 2014.

D. Myers and S. Ryu, *Aging Baby Boomers and the Generational Housing Bubble*, Journal of the American Planning Association, Winter 2008.

George Galster. People Versus Place, People and Place, or More? New Directions for Housing Policy, Housing Policy Debate, 2017.

Herbert, Christopher and Hrabchak Molinsky. "Meeting the Housing Needs of an Aging Population," 2015.

J. McIlwain, Housing in America: The New Decade, Urban Land Institute, 2010.

L. Lachman and D. Brett, Generation Y: America's New Housing Wave, Urban Land Institute, 2010.

Schuetz, Jenny. Who is the new face of American homeownership? Brookings, 2017.

The American Planning Association, "Investing in Place; Two generations' view on the future of communities," 2014.

Transportation for America, "Access to Public Transportation a Top Criterion for Millennials When Deciding Where to Live, New Survey Shows," 2014.

This chapter focuses on these factors, presenting data that suggests how changes to these factors may affect housing need in Tualatin over the next 20 years.

National Trends¹⁰

This brief summary on national housing trends builds on previous work by ECONorthwest, the Urban Land Institute (ULI) reports, and conclusions from *The State of the Nation's Housing*, 2018 report from the Joint Center for Housing Studies of Harvard University. The Harvard report summarizes the national housing outlook as follows:

"By many metrics, the housing market is on sound footing. With the economy near full employment, household incomes are increasing and boosting housing demand. On the supply side, a decade of historically low single-family construction has left room for expansion of this important sector of the economy. Although multifamily construction appears to be slowing, vacancy rates are still low enough to support additional rentals. In fact, to the extent that growth in supply outpaces demand, a slowdown in rent growth should help to ease affordability concerns."

However, challenges to a strong domestic housing market remain. High mortgage rates make housing unaffordable for many Americans, especially younger Americans. In addition to rising housing costs, wages have also failed to keep pace, worsening affordability pressures. Single-family and multifamily housing supplies remain tight, which compound affordability issues. *The State of the Nation's Housing* report emphasizes the importance of government assistance and intervention to keep housing affordable moving forward. Several challenges and trends shaping the housing market are summarized below:

- Moderate new construction and tight housing supply, particularly for affordable housing. New construction experienced its eighth year of gains in 2017 with 1.2 million units added to the national stock. Estimates for multifamily starts range between 350,000 to 400,000 (2017). The supply of for sale homes in 2017 averaged 3.9 months, below what is considered balanced (six months) and lower-cost homes are considered especially scarce. The State of the Nation's Housing report cites lack of skilled labor, higher building costs, scarce developable land, and the cost of local zoning and regulation as impediments to new construction.
- **Demand shift from renting to owning.** After years of decline, the national homeownership rate increased from a 50-year low of 62.9% in 2016 (Q2) to 63.7% in 2017 (Q2). Trends suggest homeownership among householders aged 65 and older have remained strong and homeownership rates among young adults have begun stabilizing after years of decline.
- **Housing affordability.** In 2016, almost one-third of American households spent more than 30% of their income on housing. This figure is down from the prior year,

¹⁰ These trends are based on information from: (1) The Joint Center for Housing Studies of Harvard University's publication "The State of the Nation's Housing 2018," (2) Urban Land Institute, "2018 Emerging Trends in Real Estate," and (3) the U.S. Census.

bolstered by a considerable drop in the owner share of cost-burdened households. Low-income households face an especially dire hurdle to afford housing. With such a large share of households exceeding the traditional standards for affordability, policymakers are focusing efforts on the severely cost-burdened. Among those earning less than \$15,000, more than 70% of households paid more than half of their income on housing.

- Long-term growth and housing demand. The Joint Center for Housing Studies forecasts that nationally, demand for new homes could total as many as 12 million units between 2017 and 2027. Much of the demand will come from Baby Boomers, Millennials,¹¹ and immigrants. The Urban Land Institute cites the trouble of overbuilding in the luxury sector while demand is in mid-priced single-family houses affordable to a larger buyer pool.
- Growth in rehabilitation market. Aging housing stock and poor housing conditions are growing concerns for jurisdictions across the United States. With almost 80% of the nation's housing stock at least 20 years old (40% at least 50 years old), Americans are spending in excess of \$400 billion per year on residential renovations and repairs. As housing rehabilitation becomes the go-to solution to address housing conditions, the home remodeling market has grown more than 50% since the recession ended generating 2.2% of national economic activity (in 2017).

Despite trends suggesting growth in the rehabilitation market, rising construction costs and complex regulatory requirements pose barriers to rehabilitation. Lower-income households or households on fixed-incomes may defer maintenance for years due to limited financial means, escalating rehabilitation costs. At a certain point, the cost of improvements may outweigh the value of the structure, which may necessitate new responses such as demolition or redevelopment.

- Changes in housing preference. Housing preference will be affected by changes in demographics; most notably, the aging of the Baby Boomers, housing demand from Millennials, and growth of immigrants.
 - Baby Boomers. The housing market will be affected by continued aging of the Baby Boomers, the oldest of whom were in their seventies in 2018 and the youngest of whom were in their fifties in 2018. Baby Boomers' housing choices will affect housing preference and homeownership. Addressing housing needs for those moving through their 60s, 70s, and 80s (and beyond) will require a

¹¹ According to the Pew Research Center, Millennials were born between the years of 1981 to 1996 (inclusive). Read more about generations and their definitions here: http://www.pewresearch.org/fact-tank/2018/03/01/defining-generations-where-millennials-end-and-post-millennials-begin/.

To generalize, and because there is no official generation of millennial, we define this cohort as individuals born between 1980 and 2000.

¹² These findings are copied from: Joint Center for Housing Studies. (2019). Improving America's Housing, Harvard University. https://www.jchs.harvard.edu/sites/default/files/Harvard_JCHS_Improving_Americas_Housing_2019.pdf

range of housing opportunities. For example, "the 82-to-86-year-old cohort dominates the assisted living and more intensive care sector" while new or near-retirees may prefer aging in place or active, age-targeted communities. Characteristics like immigration and ethnicity play a role too as "older Asians and Hispanics are more likely than whites or blacks to live in multigenerational households." Senior households earning different incomes may make distinctive housing choices. For instance, low-income seniors may not have the financial resources to live out their years in a nursing home and may instead choose to downsize to smaller, more affordable units. Seniors living in close proximity to relatives may also choose to live in multigenerational households.

Research shows that "older people in western countries prefer to live in their own familiar environment as long as possible," but aging in place does not only mean growing old in their own homes. ¹⁵ A broader definition exists which explains that aging in place also means "remaining in the current community and living in the residence of one's choice." ¹⁶ Therefore, some Boomers are likely to stay in their home as long as they are able, and some will prefer to move into other housing products, such as multifamily housing or age-restricted housing developments, before they move into to a dependent living facility or into a familial home. Moreover, "the aging of the U.S. population, [including] the continued growth in the percentage of single-person households, and the demand for a wider range of housing choices in communities across the country is fueling interest in new forms of residential development, including tiny houses." ¹⁷

Millennials. Over the last several decades, young adults increasingly lived in multi-generational housing – and increasingly more so than older demographics. Despite this trend, as Millennials age over the next 20 years, they will be forming households and families. In 2018, the oldest Millennials were in their late-30s and the youngest were in their late-teens. By 2040, Millennials will be between 40 and 60 years old.

At the beginning of the 2007-2009 recession Millennials only started forming their own households. Today, Millennials are driving much of the growth in new households, albeit at slower rates than previous generations. From 2012 to 2017,

¹³ Urban Land Institute. Emerging Trends in Real Estate, United States and Canada. 2018.

¹⁴ Herbert, Christopher and Hrabchak Molinsky (2015). Meeting the Housing Needs of an Aging Population. https://shelterforce.org/2015/05/30/meeting_the_housing_needs_of_an_aging_population/

¹⁵ Vanleerberghe, Patricia, et al. The quality of life of older people aging in place: a literature review. 2017.

¹⁶ Ibid.

¹⁷ American Planning Association. Making Space for Tiny Houses, Quick Notes.

¹⁸ According to the Pew Research Center, in 1980, just 11% of adults aged 25 to 34 lived in a multi-generational family household and by 2008, 20% did (82% change). Comparatively, 17% of adults aged 65 and older lived in a multi-generational family household and by 2008, 20% did (18% change).

millennials formed an average of 2.1 million net new households each year. Twenty-six percent of Millennials aged 25 to 34 lived with their parents (or other relatives) in 2017.

Millennials' average wealth may remain far below Boomers and Gen Xers and student loan debt will continue to hinder consumer behavior and affect retirement savings. As of 2015, Millennial's comprised 28% of active home buyers, while Gen Xers comprised 32% and Boomers 31%. ¹⁹ That said, "over the next 15 years, nearly \$24 trillion will be transferred in bequests," presenting new opportunities for Millennials (as well as Gen Xers).

- *Immigrants*. Research on foreign-born populations find that immigrants, more than native-born populations, prefer to live in multi-generational housing. Still, immigration and increased homeownership among minorities could also play a key role in accelerating household growth over the next 10 years. Current Population Survey estimates indicate that the number of foreign-born households rose by nearly 400,000 annually between 2001 and 2007, and they accounted for nearly 30% of overall household growth. Beginning in 2008, the influx of immigrants was staunched by the effects of the Great Recession. After a period of declines, however, the foreign born are again contributing to household growth. The Census Bureau's estimates of net immigration in 2017-2018 indicate that 1.2 million immigrants moved to the U.S. from abroad, down from 1.3 million immigrants in 2016-2017 but higher than the average annual pace of 850,000 during the period of 2009–2011. However, if recent Federal policies about immigration are successful, growth in undocumented and documented immigration could slow and cause a drag on household growth in the coming years.
- Diversity. The growing diversity of American households will have a large impact on the domestic housing markets. Over the coming decade, minorities will make up a larger share of young households and constitute an important source of demand for both rental housing and small homes. The growing gap in homeownership rates between whites and blacks, as well as the larger share of minority households that are cost burdened warrants consideration. Since 1994, the difference in homeownership rates between whites and blacks rose by 1.9 percentage points to 29.2% in 2017. Alternatively, the gap between white and Latinx homeownership rates and white and Asian homeownership rates both decreased during this period but remained sizable at 26.1 and 16.5 percentage points, respectively. Although homeownership rates are increasing for some minorities, large shares of minority households are more likely to live in high-cost metro areas. This, combined with lower incomes than white households,

¹⁹ Srinivas, Val and Goradia, Urval (2015). The future of wealth in the United States, Deloitte Insights. https://www2.deloitte.com/insights/us/en/industry/investment-management/us-generational-wealth-trends.html

- leads to higher rates of cost burden for minorities—47% for blacks, 44% for Latinx, 37% for Asians/others, and 28% for whites in 2015.
- Changes in housing characteristics. The U.S. Census Bureau's Characteristics of New Housing Report (2017) presents data that show trends in the characteristics of new housing for the nation, state, and local areas. Several long-term trends in the characteristics of housing are evident from the New Housing Report:²⁰
 - Larger single-family units on smaller lots. Between 1999 and 2017, the median size of new single-family dwellings increased by 20% nationally, from 2,028 sq. ft. to 2,426 sq. ft., and 20% in the western region from 2,001 sq. ft. in 1999 to 2,398 sq. ft in 2017. Moreover, the percentage of new units smaller than 1,400 sq. ft. nationally, decreased by more than half, from 15% in 1999 to 6% in 2017. The percentage of units greater than 3,000 sq. ft. increased from 17% in 1999 to 25% of new one-family homes completed in 2017. In addition to larger homes, a move towards smaller lot sizes is seen nationally. Between 2009 and 2017, the percentage of lots less than 7,000 sq. ft. increased from 25% to 31% of lots.
 - o *Larger multifamily units*. Between 1999 and 2017, the median size of new multiple family dwelling units increased by 5.3% nationally and 2.4% in the Western region. Nationally, the percentage of new multifamily units with more than 1,200 sq. ft. increased from 28% in 1999 to 33% in 2017 and increased from 25% to 28% in the Western region.
 - o *Household amenities*. Across the U.S. and since 2013, an increasing number of new units had air-conditioning (fluctuating year by year at over 90% for both new single-family and multi-family units). In 2000, 93% of new single-family houses had two or more bathrooms, compared to 97% in 2017. The share of new multifamily units with two or more bathrooms decreased from 55% of new multifamily units to 45%. As of 2017, 65% of new single-family houses in the U.S. had one or more garages (from 69% in 2000).
 - o *Shared amenities*. Housing with shared amenities are growing in popularity as it may improve space efficiencies and reduce per-unit costs / maintenance costs. Single-Room Occupancies (SROs)²¹, Cottage Clusters, co-housing developments, and multifamily products are common housing types that take advantage of this trend. Shared amenities may take many forms and include shared: bathrooms; kitchens and other home appliances (e.g. laundry facilities, outdoor grills);

²⁰ U.S. Census Bureau, Highlights of Annual 2017 Characteristics of New Housing. Retrieved from: https://www.census.gov/construction/chars/highlights.html.

²¹ Single-room occupancies are residential properties with multiple single room dwelling units occupied by a single individual. From: U.S. Department of Housing and Urban Development. (2001). *Understanding SRO*. https://www.hudexchange.info/resources/documents/Understanding-SRO.pdf

security systems; outdoor areas (e.g. green space, pathways, gardens, rooftop lounges); fitness rooms, swimming pools, and tennis courts; and free parking.²²

State Trends

Oregon's 2016-2020 Consolidated Plan includes a detailed housing needs analysis as well as strategies for addressing housing needs statewide. The plan concludes that "a growing gap between the number of Oregonians who need affordable housing and the availability of affordable homes has given rise to destabilizing rent increases, an alarming number of evictions of low- and fixed- income people, increasing homelessness, and serious housing instability throughout Oregon."

It identified the following issues that describe housing need statewide:23

- For housing to be considered affordable, a household should pay up to one-third of their income toward rent, leaving money left over for food, utilities, transportation, medicine, and other basic necessities. Today, one in two Oregon households pays more than one-third of their income toward rent, and one in three pays more than half of their income toward rent.
- More school children are experiencing housing instability and homelessness. The rate of K-12 homeless children increased by 12% from the 2013-2014 school year to the 2014–2015 school year.
- Oregon has 28,500 rental units that are affordable and available to renters with extremely low-incomes. There are about 131,000 households that need those apartments, leaving a gap of 102,500 units.
- Housing instability is fueled by an unsteady, low-opportunity employment market. Over 400,000 Oregonians are employed in low-wage work. Low-wage work is a growing share of Oregon's economy. When wages are set far below the cost needed to raise a family, the demand for public services grows to record heights.
- Women are more likely than men to end up in low-wage jobs. Low wages, irregular hours, and part-time work compound issues.

²² Urbsworks. (n.d.). Housing Choices Guide Book: A Visual Guide to Compact Housing Types in Northwest Oregon. https://www.oregon.gov/lcd/Publications/Housing-Choices-Booklet_DIGITAL.pdf

Saiz, Albert and Salazar, Arianna. (n.d.). Real Trends: The Future of Real Estate in the United States. Center for Real Estate, Urban Economics Lab.

²³ These conclusions are copied directly from the report: Oregon's 2016-2020 Consolidated Plan http://www.oregon.gov/ohcs/docs/Consolidated-Plan/2016-2020-Consolidated-Plan-Amendment.pdf.

- People of color historically constitute a disproportionate share of the low-wage work force. About 45% of Latinx, and 50% of African Americans, are employed in lowwage industries.
- The majority of low-wage workers are adults over the age of 20, many of whom have earned a college degree, or some level of higher education.
- In 2019, minimum wage in Oregon²⁴ was \$11.25, \$12.50 in the Portland Metro, and \$11.00 for non-urban counties.

Oregon's 2018 Statewide Housing Plan identified six housing priorities to address in communities across the State over 2019 to 2023, summarized below. It includes relevant data to help illustrate the rationale for each priority. The 2018 Statewide Housing Plan describes the Oregon Housing and Community Services' (OHCS) goals and implementation strategies for achieving the goals.²⁵

- **Equity and Racial Justice.** Advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity.
 - Summary of the issue: In Oregon, 26% of people of color live below the poverty line in Oregon, compared to 15% of the White population.
 - 2019-2023 Goal: Communities of color will experience increased access to OHCS resources and achieve greater parity in housing stability, self-sufficiency and homeownership. OHCS will collaborate with its partners and stakeholders to create a shared understanding of racial equity and overcome systemic injustices faced by communities of color in housing discrimination, access to housing and economic prosperity.
- **Homelessness.** Build a coordinated and concerted statewide effort to prevent and end homelessness, with a focus on ending unsheltered homelessness of Oregon's children and veterans.
 - Summary of the issue: According to the Point-in-Time count, approximately 14,000 Oregonians experienced homelessness in 2017, an increase of nearly 6% since 2015. Oregon's unsheltered population increased faster than the sheltered population, and the state's rate of unsheltered homelessness is the third highest in the nation at 57%. The state's rate of unsheltered homelessness among people in families with children is the second highest in the nation at 52%.

ECONorthwest

²⁴ The 2016 Oregon Legislature, Senate Bill 1532, established a series of annual minimum wage rate increases beginning July 1, 2016 through July 1, 2022. https://www.oregon.gov/boli/whd/omw/pages/minimum-wage-rate-summary.aspx

²⁵ Priorities and factoids are copied directly from the report: Oregon Housing and Community Services (November 2018). Breaking New Ground, Oregon's Statewide Housing Plan, Draft. https://www.oregon.gov/ohcs/DO/shp/OregonStatewideHousingPlan-PublicReviewDraft-Web.pdf

- O 2019-2023 Goal: OHCS will drive toward impactful homelessness interventions by increasing the percentage of people who are able to retain permanent housing for at least six months after receiving homeless services to at least 85 percent. We will also collaborate with partners to end veterans' homelessness in Oregon and build a system in which every child has a safe and stable place to call home.
- **Permanent Supportive Housing.** *Invest in permanent supportive housing, a proven strategy to reduce chronic homelessness and reduce barriers to housing stability.*
 - Summary of the issue: Oregon needs about 12,388 units of permanent supportive housing to serve individuals and families with a range of needs and challenges.
 - 2019-2023 Goal: OHCS will increase our commitment to permanent supportive housing by funding the creation of 1,000 or more additional permanent supportive housing units to improve the future long-term housing stability for vulnerable Oregonians.
- **Affordable Rental Housing.** Work to close the affordable rental housing gap and reduce housing cost burden for low-income Oregonians.
 - Summary of the issue: Statewide, over 85,000 new units are needed to house those households earning below 30% of Median Family Income (MFI) in units affordable to them. The gap is even larger when accounting for the more than 16,000 units affordable at 30% of MFI, which are occupied by households at other income levels.
 - 2019-2023 Goal: OHCS will triple the existing pipeline of affordable rental housing — up to 25,000 homes in the development pipeline by 2023. Residents of affordable rental housing funded by OHCS will have reduced cost burden and more opportunities for prosperity and self-sufficiency.
- **Homeownership.** *Provide more low- and moderate-income Oregonians with the tools to successfully achieve and maintain homeownership, particularly in communities of color.*
 - Summary of the issue: In Oregon, homeownership rates for all categories of people of color are lower than for white Oregonians. For White non-Latinx Oregonians, the home ownership rate is 63%. For Latinx and non-White Oregonians, it is 42%. For many, homeownership rates have fallen between 2005 and 2016.
 - O 2019-2023 Goal: OHCS will assist at least 6,500 households in becoming successful homeowners through mortgage lending products while sustaining efforts to help existing homeowners retain their homes. OHCS will increase the number of homebuyers of color in our homeownership programs by 50% as part of a concerted effort to bridge the homeownership gap for communities of color while building pathways to prosperity.
- **Rural Communities.** Change the way OHCS does business in small towns and rural communities to be responsive to the unique housing and service needs and unlock the opportunities for housing development.

- Summary of the issue: While housing costs may be lower in rural areas, incomes are lower as well: median family income is \$42,750 for rural counties versus \$54,420 for urban counties. Additionally, the median home values in rural Oregon are 30% higher than in the rural United States and median rents are 16% higher.
- 2019-2023 Goal: OHCS will collaborate with small towns and rural communities to increase the supply of affordable and market-rate housing. As a result of tailored services, partnerships among housing and service providers, private industry and local governments will flourish, leading to improved capacity, leveraging of resources and a doubling of the housing development pipeline.

Regional and Local Demographic Trends that may affect housing need in Tualatin.

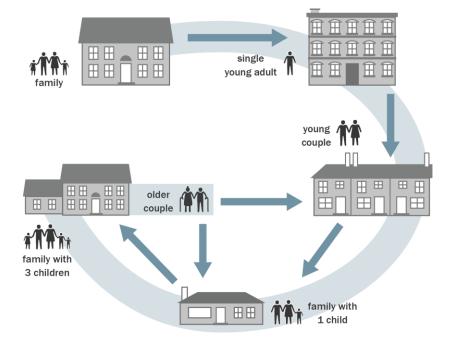
Demographic trends that might affect the key assumptions used in the baseline analysis of housing need are: (1) the aging population, (2) changes in household size and composition, and (3) increases in diversity.

An individual's housing needs change throughout their life, with changes in income, family composition, and age. The types of housing needed by a 20-year-old college student differ from the needs of a 40-year-old parent with children, or an 80-year-old single adult. As Tualatin's population ages, different types of housing will be needed to accommodate older residents. The housing characteristics by age data below reveal this cycle in action in Tualatin.

Housing needs and preferences change in predictable ways over time, such as with changes in marital status and size of family.

Families of different sizes need different types of housing.

Exhibit 25. Effect of demographic changes on housing need Source: ECONorthwest, adapted from Clark, William A.V. and Frans M. Dieleman. 1996. Households and Housing. New Brunswick, NJ: Center for Urban Policy Research.



Growing Population

Tualatin's population growth will drive future demand for housing in the City over the planning period. The population forecast in Exhibit 27 is Tualatin's official population forecast, from the Oregon Population Forecast Program. Tualatin must use this forecast as the basis for forecasting housing growth over the 2020 to 2040 period.

Tualatin's population grew by 81% between 1990 and the 2013-2017 period. Tualatin added 12,122 new residents, at an average annual growth rate of 2.2%.

Exhibit 26. Population Growth and Change, Tualatin, Washington County, Portland Region, Oregon, and the United States, 1990, 2000, 2010, and 2013-2017

Source: U.S. Decennial Census 1990, 2000, 2010 and ACS 2013-2017. Note: the Portland Region is the aggregate of Clackamas, Multnomah, and Washington County.

			Change 1	990 to 2013	-2017		
	1990	2000	2010	2013-2017	Number	Percent	Growth Rate
U.S.	248,709,873	281,421,906	308,745,538	321,004,407	72,294,534	29%	0.9%
Oregon	2,842,321	3,421,399	3,831,074	4,025,127	1,182,806	42%	1.3%
Portland Region	1,174,291	1,444,219	1,641,036	1,760,492	586,201	50%	1.5%
Washington County	311,554	445,342	529,710	572,071	260,517	84%	2.3%
Tualatin	15,013	22,791	26,054	27,135	12,122	81%	2.2%

Tualatin city limits is projected to grow by 627 people between 2020 and 2040, at an average annual growth rate of 0.12%.²⁶

Tualatin's Basalt Creek is project to grow by 1,080 people between 2020 and 2040, at an average annual growth rate of 5.68%²⁷

Exhibit 27. Forecast of Population Growth, Tualatin city limits, 2020 to 2040

Source: Metro 2040 Population Distributed Forecast, Exhibit A. July 12, 2016.

 26,745
 27,372
 627
 2.3% increase

 Residents in 2020
 Residents in 2040
 New residents 2020 to 2040
 0.12% Growth Rate 2020 to 2040

Exhibit 28. Forecast of Population Growth, Basalt Creek, 2020 to 2040

Source: Metro 2040 TAZ Forecast, Population Estimates (TAZ 980 and 981). November 6, 2015.

 535
 1,616
 1,080
 202% increase

 Residents in 2020
 Residents in 2040
 New residents 2020 to 2040
 5.68% Growth Rate 2020 to 2040

²⁶ This forecast of population growth is based on Tualatin's (city limits) official population forecast from Metro 2040 Population Distributed Forecast (2016). ECONorthwest extrapolated the population forecast for 2015 (to 2020) using an average annual growth rate.

²⁷ This forecast of population growth is based on Basalt Creek's official population forecast from Metro 2040 TAZ Population Forecast (2015). ECONorthwest extrapolated the population forecast for 2015 (to 2020) using an average annual growth rate.

Aging Population

This section shows two key characteristics of Tualatin's population, with implications for future housing demand in Tualatin:

• Seniors. Tualatin currently has a smaller share of people over 60 years old than Washington County. As Tualatin's senior population grows, it will have increasing demand for housing that is suitable for older demographics.

Demand for housing for seniors will grow over the planning period, as the Baby Boomers continue to age and retire. The Washington County forecast share of residents aged 60 years and older will account for 24% of its population in 2040, compared to around 18% in the 2013-2017 period.

The impact of growth in seniors in Tualatin will depend, in part, on whether older people already living in Tualatin continue to reside there as they retire. National surveys show that, in general, most retirees prefer to age in place by continuing to live in their current home and community as long as possible.²⁸ Tualatin may be attractive to newly retiring seniors because of its location within the Portland Metro region.

Growth in the number of seniors will result in demand for housing types specific to seniors, such as small and easy-to-maintain dwellings, assisted living facilities, or age-restricted developments. Senior households will make a variety of housing choices, including: remaining in their homes as long as they are able, downsizing to smaller single-family homes (detached and attached) or multifamily units, moving in with family, or moving into group housing (such as assisted living facilities or nursing homes), as their health declines. The challenges aging seniors face in continuing to live in their community include changes in healthcare needs, loss of mobility, the difficulty of home maintenance, financial concerns, and increases in property taxes.²⁹

■ Tualatin has a slightly larger share of younger people than the Portland Region.

About 26% of Tualatin's population and Washington County's population is under 20 years old, compared to 24% of the Portland Region's population. The forecast for population growth in Washington County shows the percent of people under 20 years staying static at 24% of the population in 2013-2017 to 2040.

People currently aged 20 to 40 are referred to as the Millennial generation and account for the largest share of population in Oregon.³⁰ By 2040, they will be about 40 to 60 years of age. The forecast for Washington County shows a slight shift in Millennials from about 29% of the population in 2020 to about 25% of the population in 2040.

²⁸ A survey conducted by the AARP indicates that 90% of people 50 years and older want to stay in their current home and community as they age. See http://www.aarp.org/research.

²⁹ "Aging in Place: A toolkit for Local Governments" by M. Scott Ball.

³⁰ Pew Research Center. (March 2018). "Defining generations: Where Millennials end and post-Millennials begin" by Michael Dimock. Retrieved from: http://www.pewresearch.org/fact-tank/2018/03/01/defining-generations-where-millennials-begin/.

Tualatin's ability to attract people in this age group will depend, in large part, on whether the city has opportunities for housing that both appeals to and is affordable to Millennials. Again, Tualatin is attractive because of the amenities of the Portland Metro region.

The long-term housing preference of Millennials is uncertain. Research suggests that Millennials' housing preferences may be similar to the Baby Boomers, with a preference for smaller, less costly units. Recent surveys about housing preference suggest that Millennials want affordable single-family homes in areas that offer transportation alternatives to cars, such as suburbs or small cities with walkable neighborhoods.³¹

A recent survey of people living in the Portland region shows that Millennials prefer single-family detached housing. The survey finds that housing price is the most important factor in choosing housing for younger residents.³² The survey results suggest Millennials are more likely than other groups to prefer housing in an urban neighborhood or town center.

Growth in Millennials in Tualatin will result in increased demand for both affordable single-family detached housing (such as small single-family detached units like cottages), as well as increased demand for affordable townhouses and multifamily housing. Growth in this population will result in increased demand for both ownership and rental opportunities, with an emphasis on housing that is comparatively affordable.

³¹ The American Planning Association, "Investing in Place; Two generations' view on the future of communities." 2014.

[&]quot;Access to Public Transportation a Top Criterion for Millennials When Deciding Where to Live, New Survey Shows," Transportation for America.

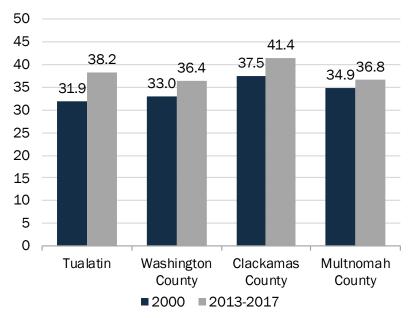
[&]quot;Survey Says: Home Trends and Buyer Preferences," National Association of Home Builders International Builders

³² Davis, Hibbits, & Midghal Research, "Metro Residential Preference Survey," May 2014.

From 2000 to 2013-2017, Tualatin's population grew older on average.

Exhibit 29. Median Age, Tualatin, Washington County, Clackamas County, and Multnomah County, 2000 and 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census Table B01002, 2013-2017 ACS, Table B01002.

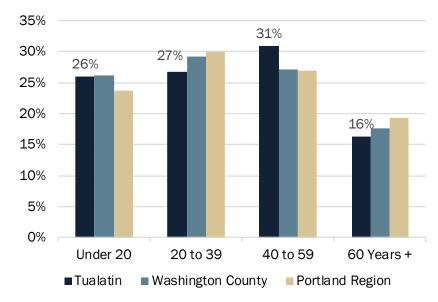


In the 2013-2017 period, about 58% of Tualatin's residents were between the ages of 20 and 59 years.

Tualatin had a slightly smaller share of people over the age of 60 than Washington County and Portland Region.

Exhibit 30. Population Distribution by Age, Tualatin, Washington County, and Portland Region, 2013-2017

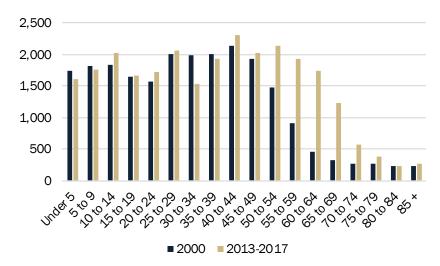
Source: U.S. Census Bureau, 2013-2017 ACS, Table B01001.



The number of senior residents in Tualatin grew between 2000 and the 2013-2017 period.

Exhibit 31. Population Distribution by Age, Tualatin, 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census Table P012 and 2013-2017 ACS, Table B01001.



Between 2000 and 2013-2017, the share of Tualatin's population aged 60 years and older doubled.

Tualatin's population aged 60 years and older grew by 2,643 people between 2000 and 2013-2017.

This increase can be explained in part through aging of the Baby Boomers across the Portland Region.
Development of senior housing in Tualatin likely attracted seniors to Tualatin, increasing the percentage of people over 60 years old in the city.

Between 2020 and 2040, Washington County's population over 60 years old is forecast to grow the fastest, by 62%.

Exhibit 32. Population Composition by Age, Tualatin, 2000 and 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census Table P012 and 2013-2017 ACS, Table B01001.

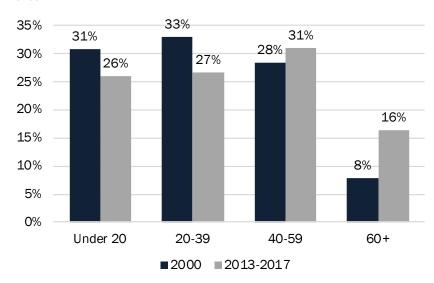


Exhibit 33. Fastest-growing Age Groups, Washington County, 2020 to 2040

Source: Portland State University, Population Research Center, Washington County Forecast, June 2017.

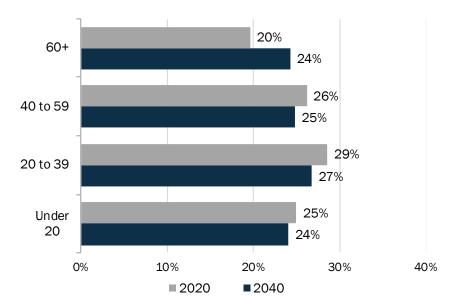
Under 20	20-39 Yrs	40-59 Yrs	60+ Yrs
People	People	People	People
36,773	40,023	38,953	75,217
23%	23%	24%	62%

Between 2020 and 2040, the share of Washington County residents over the age of 40 will make up 49% of the county's total population.

Of the age cohorts shown in Exhibit 34, the share of residents over 60 years of age will increase by 2040, while the share of all other age cohorts will decrease.

Exhibit 34. Population Growth by Age Group, Washington County, 2020 to 2040

Source: Portland State University, Population Research Center, Washington County Forecast, June 2017.



Increased Ethnic Diversity

Tualatin is becoming more ethnically diverse. The Latinx population grew from 12% of Tualatin's population in 2000 to 16% of the population in the 2013-2017 period, adding about 1,774 new Latinx residents. Tualatin is more ethnically diverse than the Portland Region.

The U.S. Census Bureau forecasts that at the national level, the Latinx population will continue growing faster than most other non-Latinx population between 2020 and 2040. The Census forecasts that the Latinx population will increase 93% from 2016 to 2060 and foreign-born Latinx population will increase by about 40% in that same time.³³

Continued growth in the Latinx population will affect Tualatin's housing needs in a variety of ways.³⁴ Growth in first and, to a lesser extent, second and third generation Latinx immigrants, will increase demand for larger dwelling units to accommodate the, on average, larger household sizes for these households. Foreign-born households, including Latinx immigrants, are more likely to include multiple generations, requiring more space than smaller household

³³ U.S. Census Bureau, *Demographic Turning Points for the United States: Population Projections for* 2020 to 2060, pg. 7, https://www.census.gov/content/dam/Census/library/publications/2018/demo/P25_1144.pdf

³⁴ Pew Research Center. *Second-Generation Americans: A Portrait of the Adult Children of Immigrants*, February 7, 2013, Appendix 8, http://www.pewsocialtrends.org/2013/02/07/appendix-1-detailed-demographic-tables/. National Association of Hispanic Real Estate Professionals. *2017 State of Hispanic Homeownership Report*, 2017.

sizes. As Latinx households integrate over generations, household size typically decreases, and housing needs become similar to housing needs for all households.

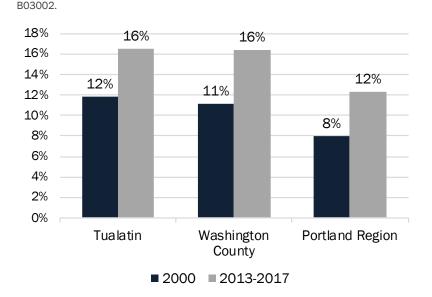
According to the *State of Hispanic Homeownership* report from the National Association of Hispanic Real Estate Professionals³⁵, Latinx accounted for 28.6% of the nation's household formation in 2017. Household formations, for Latinx homeowners specifically, accounted for 15% of the nation's net homeownership growth. The rate of homeownership for Latinx increased from 45.4% in 2014³⁶ to 46.2% in 2017. The only demographic that increased their rate of homeownership from 2016 to 2017 was for Latinx households.

The *State of Hispanic Homeownership* report also cites the lack of affordable housing products as a substantial barrier to homeownership. The report finds that Latinx households are more likely than non-Latinx households to be nuclear households, comprised of married couples with children, and multiple-generation households in the same home, such as parents and adult children living together. These housing preferences—affordability and larger household size—will influence the housing market as the Latinx population continues to grow.³⁷ Accordingly, growth in Latinx households will result in increased demand for housing of all types, both for ownership and rentals, with an emphasis on housing that is comparatively affordable.

The share of Tualatin's population that is Latinx increased by 4% (1,774 people) from 2000 to 2013-2017.

Tualatin was more ethnically diverse than the Portland Region.

Exhibit 35. Latinx Population as a Percent of the Total Population, Tualatin, Washington County, Portland Region, 2000, 2013-2017 Source: U.S. Census Bureau, 2000 Decennial Census Table P008, 2013-2017 ACS Table



³⁵ National Association of Hispanic Real Estate Professionals (2017). 2017 State of Hispanic Homeownership Report.

³⁶ Ibid.

³⁷ Ibid.

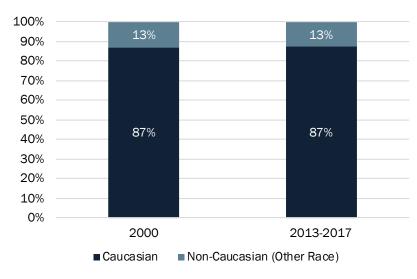
Racial Diversity³⁸

The non-Caucasian population is defined as the share of the population that identifies as another race other than "White alone" according to Census definitions. Racial diversity in Tualatin did not increase between 2000 and the 2013-2017 period and. In the 2013-2017 period, Tualatin was less racially diverse than both the county and region.

The share of the non-white population in Tualatin stayed the same from 2000 to 2013-2017.

Exhibit 36. Non-Caucasian Population as a Percent of Total Population, Tualatin, 2000 and 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census Table P008, 2013-2017 ACS Table B02001.

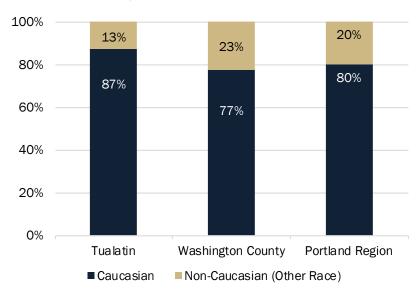


³⁸ The US Census Bureau considers race and ethnicity as two distinct concepts. The Census applies two categories for ethnicity, which are Hispanic or Latino (i.e., Latinx) and Not Hispanic or Latino (i.e., Non-Latinx). Latinx is an ethnicity and not a race, meaning individuals who identify as Latinx may be of any race. The share of the population that identifies as Latinx should not be added to percentages for racial categories.

In the 2013-2017 period, Tualatin was less racially diverse than Washington County and the Portland Region.

Exhibit 37. Non-Caucasian Population as a Percent of Total Population, Tualatin, Washington County, and the Portland Region 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS Table B02001.



Homelessness

Washington County's pointin-time homeless count decreased by about 4% (22 people) from 2017 to 2018. Exhibit 38. Number of Persons Homeless, Washington County, Point-in-Time Count, 2017 and 2018

Source: Washington County, Point in Time Count, January 2017, 2018

544 Persons 522 Persons 2017 2018

Between 2015 and 2018, individuals who were homeless (and sheltered) decreased 17%. Individuals who were homeless (and unsheltered) decreased 9%.

Exhibit 39. Number of Persons Homeless by Living Situation, Washington County, Point-in-Time Count, 2015 through 2018

Source: Washington County, Point in Time Count, January 2015, 2016, 2017, 2018



Household Size and Composition

Tualatin's households are smaller than Washington County's households. Tualatin's household composition shows that households in Tualatin are similar to Washington County and Portland Region averages.

Tualatin's average household size was smaller than Washington County's and Clackamas County's, but larger than Multnomah County's.

Exhibit 40. Average Household Size, Tualatin, Washington County, Clackamas County, Multnomah County, 2013-2017 Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B25010.

Multnomah County

2.66 Persons
Washington County
2.58 Persons
Clackamas County

According to the two most recent Decennial Censuses, Tualatin's average household size (for householder identifying as Latinx) decreased by 0.27 person.

Exhibit 41. Average Household Size for Latinx Householder, Tualatin, 2000 and 2010

Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B25010.

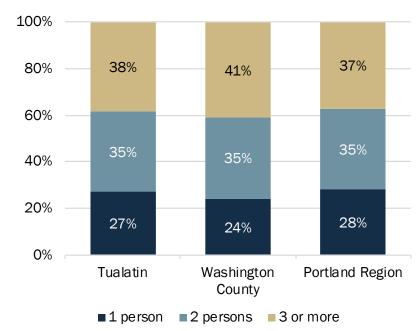
3.75 Persons Tualatin, 2010

4.02 Persons
Tualatin, 2000

About 62% of Tualatin's households were 1- or 2-person households, compared to 59% of Washington County's and 63% of the Portland Region's households.

Exhibit 42. Household Size, Tualatin, Washington County, and Portland Region, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B25010.

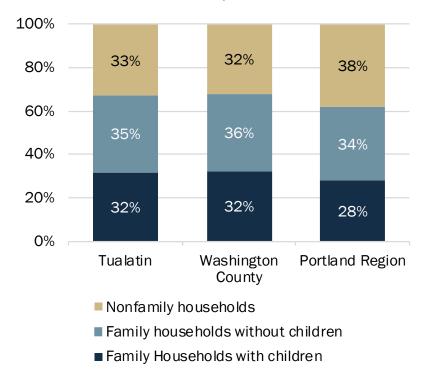


Tualatin had a similar household composition to Washington County.
Compared to the Portland Region, Tualatin had a smaller share of nonfamily households and a larger share of family households with children.

About a third of Tualatin's households were non-family households (i.e. 1-person households and households composed of roommates).

Exhibit 43. Household Composition, Tualatin, Washington County, and Portland Region, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table DP02.



Households, with a Latinx head of household, were more likely to have more than one occupant per room in the 2013-2017 period, compared to all households and households with a Caucasian head of household.

Exhibit 44. Occupants per Room, Tualatin, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B25014.

2.2%

All Households

1.8%

Households, with White (alone) head of household

11.3%

Households, with Latinx head of household

Income of Tualatin Residents

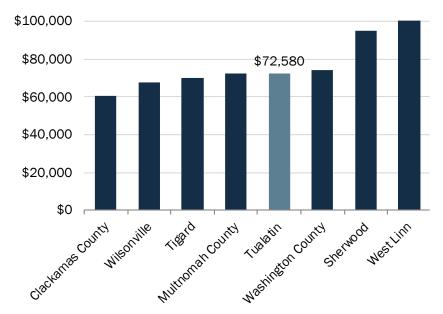
Income is one of the key determinants in housing choice and households' ability to afford housing. Income for residents living in Tualatin was lower than the Washington County median income and the states.

Over the 2013-2017 period, Tualatin's median household income (MHI) was below that of Washington County's.

Tualatin's MHI was \$1,453 lower than Washington County's MHI (\$74,033).

Exhibit 45. Median Household Income, Tualatin, Washington County, and Comparison regions, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B25119.



Tualatin had a larger share of higher-earning households.

About 38% of Tualatin's households earned more than \$100,000 per year, compared to 35% of Washington County households and 31% of the Portland Region's households.

About 36% of Tualatin's households earned \$50,000 or less per year, compared to 33% of Washington County's households and 37% of the Portland Region's households.

After adjusting for inflation, Tualatin's median household income (MHI) decreased by 12%, from \$82,488 in 2000 to \$72,580 in 2013-2017.

In this same time, Washington County's MHI decreased by 4%, Clackamas County's MHI decreased by 1%, and Multnomah County's MHI decreased by 5%.

Exhibit 46. Household Income, Tualatin, Washington County, and Portland Region, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B19001.

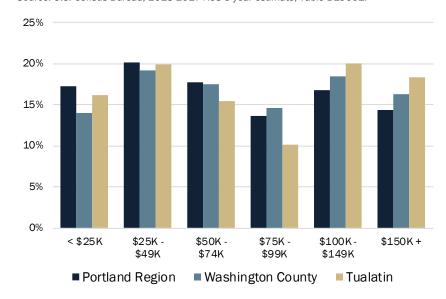
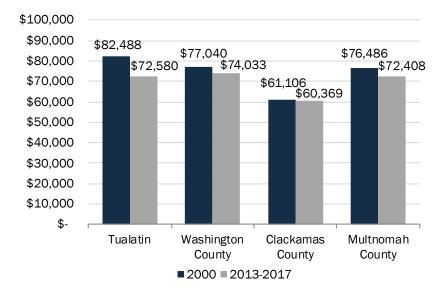


Exhibit 47. Change in Median Household Income (Inflation-adjusted 2017 dollars), Tualatin, Washington County, Clackamas County, and Multnomah County, 2000 and 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census, Table HCT012; 2013-2017 ACS 5-year estimate, Table B25119; Bureau of Labor Statistics Inflation Calculator.



The median household income for a 4-person household was 3x the median household income for a 1-person household.

Exhibit 48. Median Household Income by Household Size, Tualatin, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B25119.

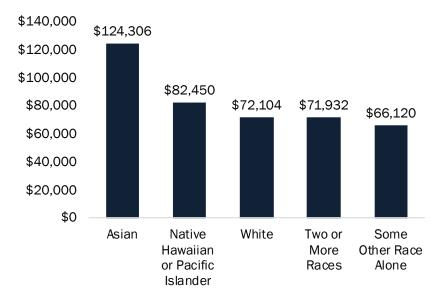


1-person 2-person 3-person 4-person 5-person 6-person

Median household income. of households with an Asian head of household, were proportionately higher in Tualatin.

Exhibit 49. Median Household Income by Race of the Head of Household, Tualatin, 2013-2017

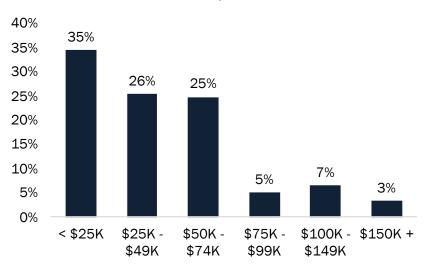
Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B19013A-G. Note: data was not available for heads of households identifying as a Black / African American or as American Indian and Alaska Native.



Most households with a Latinx head of household earned less than \$50,000 per year.

Exhibit 50. Household Income by Latinx Head of Household, Tualatin, 2013-2017

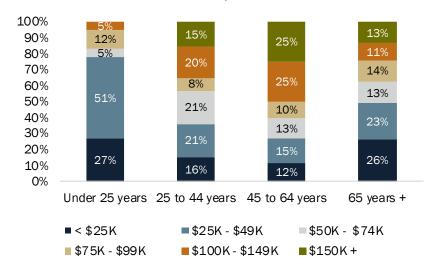
Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B19001l.



In the 2013-2017 period, 78% of households with a householder 25 and younger and 49% of households with a householder 65 years and older earned less than \$50,000 per year.

Exhibit 51. Household Income by Age of Householder, Tualatin, 2013-2017

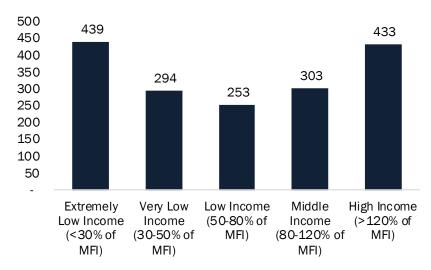
Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B19037.



About a quarter of households with a householder aged 65 years and older) were extremely low income in the 2013-2017 period. About a quarter of those households were high income.

Exhibit 52. Median Family Income (\$81,400) by Age of Householder (Aged 65 Years and Older), Tualatin, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table XXXX. Note: Median Family Income for Washington County was \$81,400 (U.S. Department of Housing and Urban Development).



Commuting Trends

Tualatin is part of the complex, interconnected economy of the Portland Region. Of the more than 23,800 people who work in Tualatin, 93% of workers commute into Tualatin from other areas, most notably Portland, Tigard, Beaverton, and Hillsboro. Almost 11,000 residents of Tualatin commute out of the city for work, many of them to Portland.

Tualatin is part of an interconnected regional economy.

More than 22,000 people commuted into Tualatin for work, and nearly 11,000 people living in Tualatin commuted out of the city for work.

Exhibit 53. Commuting Flows, Tualatin, 2015

Source: U.S. Census Bureau, Census On the Map.



About 7% of people who worked at businesses located in Tualatin also lived in Tualatin.

The remainder commuted from Portland and other parts of the Region.

About 27% of Tualatin residents worked in Portland.

A little over 12% of Tualatin residents lived and worked in Tualatin.

Exhibit 54. Places Where Workers at Businesses in Tualatin Live, 2015

Source: U.S. Census Bureau, Census On the Map.

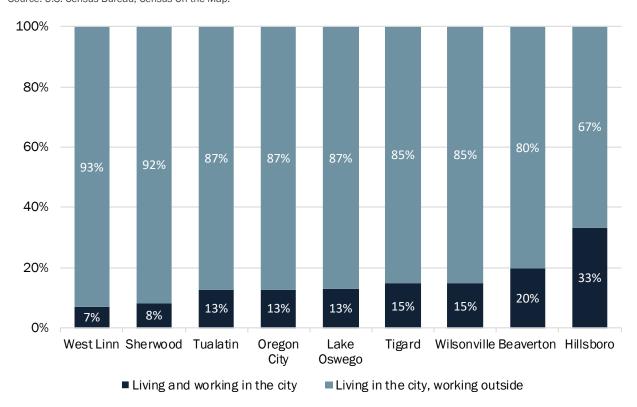
15%7%6%5 %4%PortlandTualatinTigardBeavertonHillsboro

Exhibit 55. Places Where Tualatin Residents were Employed, 2015

Source: U.S. Census Bureau, Census On the Map.

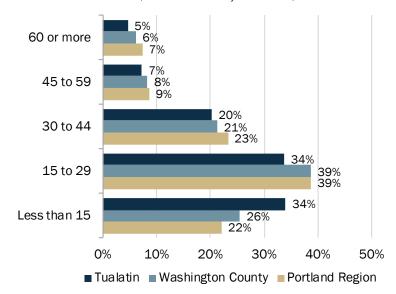
27% 13% 9% 7% 6%
Portland Tualatin Tigard Beaverton Wilsonville

Exhibit 56. Commuting Flows of Residents, Tualatin Relative to Comparison Geographies, 2015 Source: U.S. Census Bureau, Census On the Map.



Most of Tualatin residents (68%) had a commute time that took less than 30 minutes.

Exhibit 57. Commute Time by Place of Residence, Tualatin, Washington County, and Portland Region, 2013-2017 Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B08303.



Regional and Local Trends Affecting Affordability in Tualatin

This section describes changes in sales prices, rents, and housing affordability in Tualatin. It uses cities in the region, as well as Washington County and Oregon, as comparisons.

Changes in Housing Costs

With a median sale price of \$480,000 in February 2019, Tualatin's housing sales were slightly higher than some comparison cities in this analysis, but below sale prices of other cities. Tualatin's housing prices grew along with comparison cities over the January 2015 to February 2019 analysis period.

Tualatin's median home sale price was within range of comparison cities.

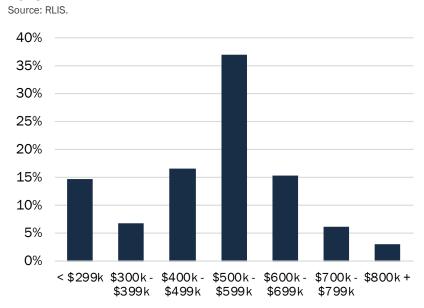
Exhibit 58. Median Home Sale Price, Tualatin and Comparison Cities, February 2019

Source: Redfin.



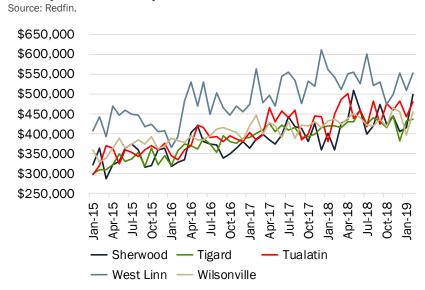
In 2017 through 2018, more than half of the homes (62%) in Tualatin sold for more than \$500,000.

Exhibit 59. Distribution of Home Sale Prices, Tualatin, 2017—2018



Between January 2015 and February 2019, home sale prices in Tualatin followed similar trends to other nearby cities (with West Linn as an outlier).

Exhibit 60. Median Sale Price, Tualatin and Comparison Cities, January 2016–February 2019



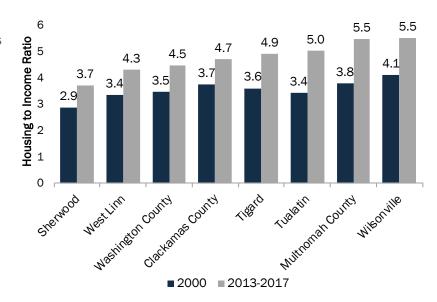
Since 2000, housing costs in Tualatin increased faster than incomes.

The household reported median value of a house in Tualatin was 3.4 times the median household income (MHI) in 2000 and 5.0 times MHI in 2016.

The decline of housing affordability was more extreme than in Washington County overall.

Exhibit 61. Ratio of Median Housing Value to Median Household Income, Tualatin, Washington County, and Comparison Jurisdictions, 2000 to 2013–2017³⁹

Source: U.S. Census Bureau, 2000 Decennial Census, Tables HCT012 and H085, and 2012-2016 ACS, Tables B19013 and B25077.



³⁹ This ratio compares the median value of housing in Tualatin (and other places) to the median household income. Inflation-adjusted median owner values in Tualatin increased from \$282,532 in 2000 to \$365,700 in 2013–2017. Over the same period, inflation-adjusted median income decreased from \$82,488 to \$72,580.

Rental Costs

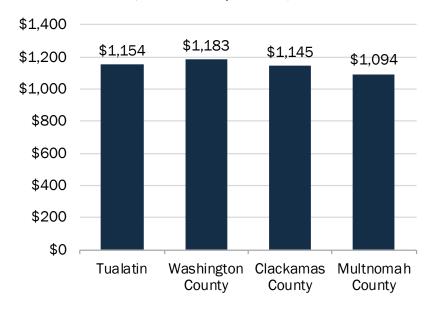
Median multifamily rents in Tualatin and Washington County are about \$1,200. The following charts show gross rent (which includes the cost of rent plus utilities) for Tualatin in comparison to Washington County and the Portland Region.

The median gross rent in Tualatin was \$1,154 in the 2013-2017 period.

Rent in Tualatin was comparable to that of comparison regions.

Exhibit 62. Median Gross Rent, Tualatin, Washington County, Clackamas County, and Multnomah County, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B25064.

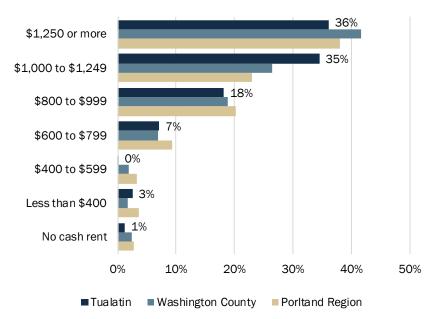


Most renters in Tualatin paid more than \$1,000 per month in rent.

About 36% of Tualatin's renters paid \$1,250 or more in gross rent per month, a smaller share than renters across Washington County (42%) and the Portland Region (38%).

Exhibit 63. Gross Rent, Tualatin, Washington County, and Portland Region, 2013-2017

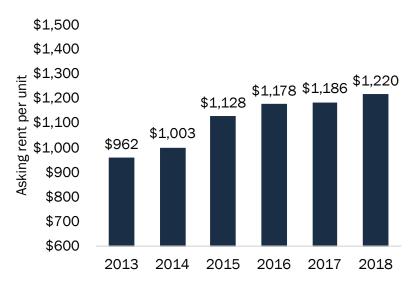
Source: U.S. Census Bureau, 2013-2017 ACS Table B25063.



Tualatin's average asking multifamily rent per unit increased by \$372, from \$848 in 2010 to \$1,220 in 2018.

Exhibit 64. Average Asking Multifamily Rent Per Unit, Tualatin, 2013 through 2018

Source: CoStar.



Tualatin's average asking multifamily rent per square foot had increased since 2013.

Exhibit 65. Average Asking Multifamily Rent per Square Foot, Tualatin, 2013 through 2018

Source: CoStar.



Housing Affordability

A typical standard used to determine housing affordability is that a household should pay no more than a certain percentage of household income for housing, including payments and interest or rent, utilities, and insurance. The Department of Housing and Urban Development's guidelines indicate that households paying more than 30% of their income on housing experience "cost burden," and households paying more than 50% of their income on housing experience "severe cost burden." Using cost burden as an indicator is one method of determining how well a city is meeting the Goal 10 requirement to provide housing that is affordable to all households in a community.

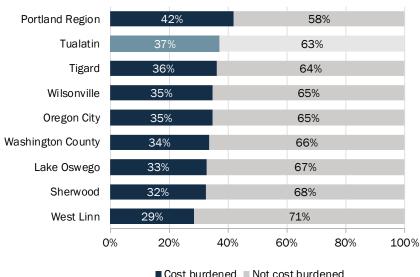
About 37% of Tualatin's households (renters and homeowners) are cost burdened, of which 16% are severely cost burdened. About 56% of renter households (households who rent) are cost burdened, compared with 22% of homeowners (households who own their own home). Twenty-five percent of households in Tualatin are rent burdened households. 40 Overall, Tualatin has a slightly larger share of cost-burdened households than Washington County but a lower share of cost-burdened households that the Portland Region.

Overall, about 37% of all households in Tualatin were cost burdened.

In the 2013-2017 period, Tualatin had one of the highest rates of cost burdened households relative to other comparison areas.

Exhibit 66. Housing Cost Burden, Tualatin, Washington County, and Comparison Areas, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS Tables B25091 and B25070.



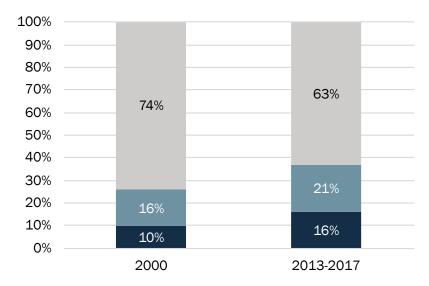
[■] Cost burdened ■ Not cost burdened

⁴⁰ Cities with populations >10,000 are required, per HB 4006, to assess "rent burden" if more than 50% of renters are cost burdened. In Tualatin as of the 2013-2017 period, 56% of total renter households were cost burdened. Upon further assessment, we find that a quarter (25%) of Tualatin's households (renters and homeowners) were cost burdened renters (households that rent housing and pay more than 30% of their income on housing).

From 2000 to the 2013-2017 period, the share of cost burdened and severely cost burdened households in Tualatin grew by 11%.

Exhibit 67. Change in Housing Cost Burden, Tualatin, 2000 to 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census, Tables H069 and H094 and 2013-2017 ACS Tables B25091 and B25070.

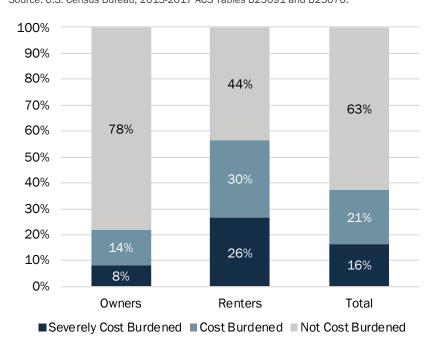


■ Severely Cost Burdened ■ Cost Burdened ■ Not Cost Burdened

Renters were more likely to be cost burdened than homeowners.

In the 2013-2017 period, about 56% of Tualatin's renters were cost burdened or severely cost burdened, compared to 22% of homeowners.

Exhibit 68. Housing Cost Burden by Tenure, Tualatin, 2013-2017 Source: U.S. Census Bureau, 2013-2017 ACS Tables B25091 and B25070.

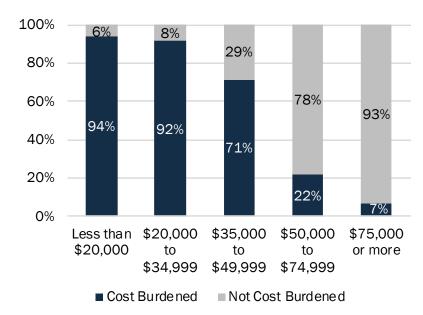


Nearly all renter households earning less than \$35,000 per year were cost burdened.

Most households earning between \$35,000 and \$50,000 per year were cost burdened.

Exhibit 69. Cost Burdened Renter Households, by Household Income, Tualatin, 2013-2017

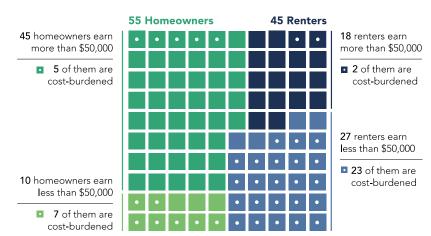
Source: U.S. Census Bureau, 2013-2017 ACS Table B25074.



If all of Tualatin's households were 100 residents, 27 households would be renters earning \$50,000 or less per year; 23 of these households (85%) would be cost burdened.

Exhibit 70. Illustration of Cost Burden: If all of Tualatin's Households were 100 Residents

Source: U.S. Census Bureau, 2013-2017 ACS Table S2503.



Another measure of cost burden is considering housing costs plus transportation costs. When examining housing and transportation cost burden, a household is considered cost burdened if they spend more than 45% of gross income on housing <u>and</u> transportation costs combined. Metro's 2014 Metro Urban Growth Report contains extensive of housing and transportation cost burden.

Tualatin residents spend between 34% and 40% of their income on housing plus transportation costs.

Compared to the Metro Region, Tualatin residents spend a similar percentage of their income on housing and transportation costs.

Exhibit 71. Average Cost of Transportation and Housing as a Percent of Income, Tualatin and the Metro Region, 2010 and 2035⁴¹

Source: 2014 Metro Urban Growth Report, Appendix 12.

2010	40% \$2,541 per month Tualatin	39% \$2,300 per month Metro UGB		
2035	34% \$2,723 per month Tualatin	35% \$2,050 per year Metro UGB		

Using Metro's definition for cost burdened, about 15% of households in Tualatin are forecast to be cost burdened by 2035, comparable with the region.

Exhibit 72. Percent of Households with Housing and Transportation Cost Burden, Tualatin and the Metro Region, 2010 and 2035

Source: 2015 Metro Urban Growth Report, Appendix 12.

2010 20%		17%		
2,046 households		104,100 households		
Tualatin		Metro UGB		
2035	15% 1,838 households Tualatin	15% 119,300 households Metro UGB		

⁴¹ 2035 estimates use Metro's Medium Growth forecast.

While cost burden is a common measure of housing affordability, it does have some limitations. Two important limitations are:

- A household is defined as cost burdened if the housing costs exceed 30% of their income, regardless of actual income. The remaining 70% of income is expected to be spent on non-discretionary expenses, such as food or medical care, and on discretionary expenses. Households with higher incomes may be able to pay more than 30% of their income on housing without impacting the household's ability to pay for necessary non-discretionary expenses.
- Cost burden compares income to housing costs and does not account for accumulated wealth. As a result, the estimate of how much a household can afford to pay for housing does not include the impact of a household's accumulated wealth. For example, a household of retired people may have relatively low income but may have accumulated assets (such as profits from selling another house) that allow them to purchase a house that would be considered unaffordable to them based on the cost burden indicator.

Another way of exploring the issue of financial need is to review housing affordability at varying levels of household income.

Fair Market Rent for a 2-bedroom apartment in Washington County was \$1,330 in 2018.

Exhibit 73. HUD Fair Market Rent (FMR) by Unit Type, Washington County, 2018

Source: U.S. Department of Housing and Urban Development.

\$1,026 \$1,132 \$1,330 \$1,935 \$2,343 Studio 1-Bedroom 2-Bedroom 3-Bedroom 4-Bedroom

A household must earn at least \$25.58 per hour to afford a two-bedroom unit at Fair Market Rent (\$1,330) in Washington County.

Exhibit 74. Affordable Housing Wage, Washington County, 2018 Source: U.S. Department of Housing and Urban Development; Oregon Bureau of Labor and

Source: U.S. Department of Housing and Urban Development; Oregon Bureau of Labor and Industries.

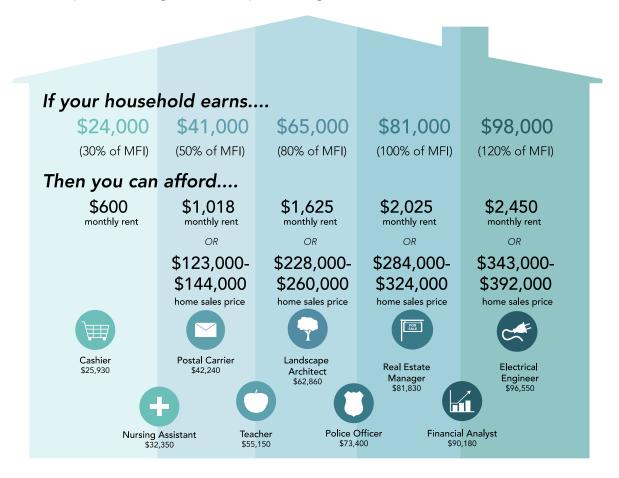
\$25.58 per hour

Affordable Housing Wage for two-bedroom Unit in Washington County

Illustrated in Exhibit 75, a household earning median family income in Washington County (about \$81,000 per year) can afford a monthly rent of about \$2,025 or a home roughly valued between \$284,000 and \$324,000.

Exhibit 75. Financially Attainable Housing, by Median Family Income (MFI) for Washington County (\$81,400), Tualatin, 2018

Source: U.S. Department of Housing and Urban Development, Washington, 2018. Bureau of Labor Services, 2017, for Portland MSA.



About 26% of Tualatin's households had incomes less than \$41,000 and cannot afford a two-bedroom apartment at Washington County's Fair Market Rent (FMR) of \$1,330.

Exhibit 76. Share of Households, by Median Family Income (MFI) for Washington County (\$81,400), Tualatin, 2018

Source: U.S. Department of Housing and Urban Development, Washington County, 2018. U.S. Census Bureau, 2013-2017 ACS Table 19001.

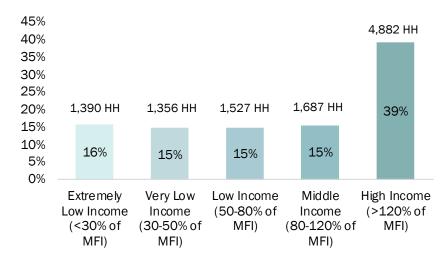
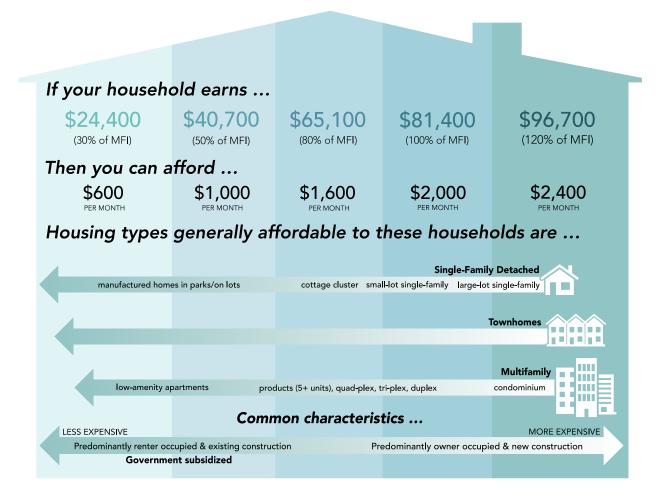


Exhibit 77 illustrates the types of financially attainable housing by income level in Washington County. Generally speaking, lower-income households will be renters occupying existing housing. Newly built housing will be a combination of renters (most likely in multifamily housing) and homeowners. The types of housing affordable for the lowest income households is limited to subsidized housing, manufactured housing, lower-cost single-family housing, and multifamily housing (apartments). The range of financially attainable housing increases with increased income.

Exhibit 77. Types of Financially Attainable Housing by Median Family Income (MFI) for Washington County (\$81,400), Tualatin, 2018

Source: U.S. Department of Housing and Urban Development, Washington County, 2018.



While Exhibit 59 presented a distribution of home sale prices in Tualatin from homes sold in 2017—2018, Exhibit 78 presents a distribution of home sale prices by affordability range for Tualatin in 2016—2018. Most housing sold in Tualatin in 2016, 2017, 2018 these years were affordable to households earning between 150% and 200% of the Median Family Income (MFI), or a household income of about \$122,100 to \$162,800. If housing prices continue to rise as they have in Exhibit 78, Tualatin may need to consider policies to support development of housing affordable for homeownership for households earning 80% to 150% of MFI, such as allowing smaller lot and smaller unit single-family detached housing or townhouses or policies to lower the costs of housing development such as SDC waivers or other financial support for development of housing affordable for homeownership.

Exhibit 78. Distribution of Home Sale Prices by Affordability Range, Tualatin, 2016, 2017, 2018 Source: RLIS. Note: 2018 data is through September 2018.

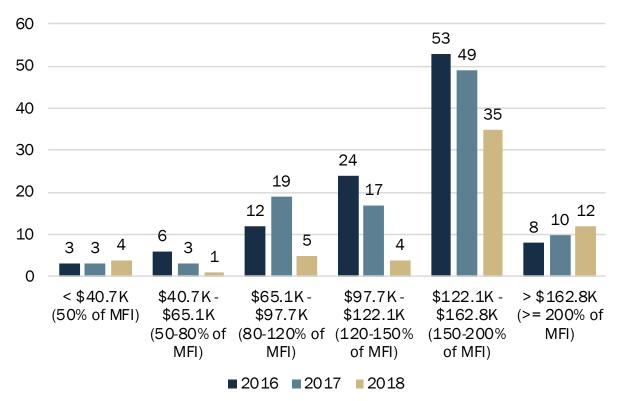
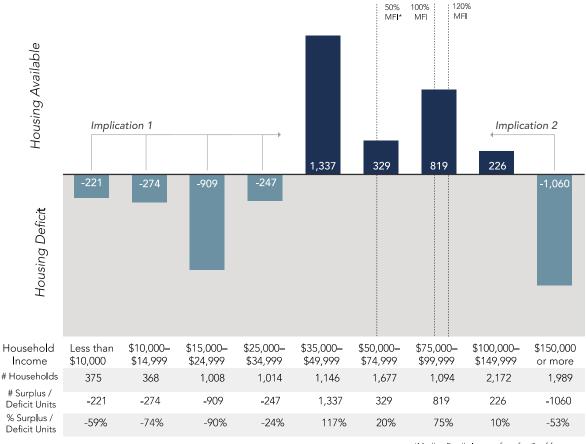


Exhibit 79 compares the number of households by income with the number of units affordable to those households in Tualatin. Tualatin currently has a deficit of housing affordable to households earning less than \$35,000. The types of housing that Tualatin has a deficit of are more affordable housing types such as: government-subsidized housing, multifamily products, and more affordable single-family homes (e.g. tiny homes, cottages, manufactured housing). Tualatin also shows a need for higher amenity housing types for households earning more than \$150,000 per year or more. Higher amenity housing types include single-family detached housing, single-family attached housing (e.g. townhomes and rowhouses), and higher-end multifamily products (including condominiums).

Exhibit 79. Affordable Housing Costs and Units by Income Level, Tualatin, 2018

Source: U.S. Census Bureau, 2013-2017 ACS. Note: MFI is Median Family Income, determined by HUD for the Portland MSA. Portland MSA's MFI in 2018 was \$81,400.



Implication 1

Some lower-income households live in housing that is more expensive than they can afford because affordable housing is not available. These households are cost burdened.

*Median Family Income for a family of four.

Implication 2

Some higher-income households choose housing that costs less than they can afford. This may be the result of the household's preference or it may be the result of a lack of higher-cost and higher-amenity housing that would better suit their preferences.

Exhibit 54 shows that 7% of the people who work in Tualatin also live in Tualatin. One of the key questions for Tualatin is whether people who work at businesses in Tualatin can afford housing in Tualatin.

Tualatin has 0.7 residents for every job (Exhibit 80).⁴² In comparison, Washington County has 1.6 residents for every job and the Portland Region (Clackamas, Multnomah, and Washington County) has 1.4 residents for every job. The large number of jobs relative to the number of residents in Tualatin was an important part of the discussion in the development of the Housing Needs Analysis, with concerns focusing on the impacts of commuting on Tualatin's transportation system and negative impacts on quality of life in Tualatin (such as heavy traffic congestion).

Tualatin has more jobs per capita than Washington County and the Portland Region.

Exhibit 80. Ratio of Residents to Jobs, Tualatin, 2017
Source: Bureau of Labor Services, Quarterly Census of Employment and Wages.

	Employees	Residents	Residents for every Job
Tualatin	38,838	26,960	0.7
Washington County	595,860	337,127	1.6
Portland Region	1,811,860	1,259,773	1.4

Exhibit 81 shows affordable housing costs for workers at businesses in Tualatin. For example, a household with one individual employed in furniture manufacturing (earning about \$39,000 per year) can afford neither the average multifamily rents in Tualatin (\$1,220 per month) nor the median housing sale price in Tualatin (about \$480,000 as of February 2019) is affordable.

However, Exhibit 81 reflects housing affordability costs for one worker per household. This analysis recognizes that most multi-person households have more than one person employed, and many have dual incomes. According to Census data, Washington County and Tualatin both about 1.4 jobs per household, including both full-time and part-time jobs. This shows that most multi-person households in Tualatin have more than one worker. It is not necessarily reasonable to expect one worker to be able to afford housing costs in Tualatin alone (or any other city in the Portland region), given the prevalence of dual-income households.

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⁴² Ratios rely on population estimates from Portland State University's Population Research Center (2017) and Bureau of Economic Analysis (2017).

Exhibit 81. Housing affordability for workers at existing jobs in Tualatin, 2017

Source: Oregon Employment Department. Note: Average multifamily rent in Tualatin is \$1,220 (Costar, 2018) and median housing price is \$480,000 (Redfin, February 2019).

Industry / Sector	Average Wage per Employee (Tualatin)	Affordable Average Monthly Rent	Can a person in this industry afford average multifamily rent in Tualatin?	Affordable Housing Price (Approximate)	Can a person in this industry afford the median housing price in Tualatin?
Agriculture, Forestry, & Mining	\$58,960	\$1,474	Yes	\$206,359	No
Construction	\$67,726	\$1,693	Yes	\$237,039	No
Manufacturing (Mfg.)	\$76,654	\$1,916	Yes	\$268,287	No
Food, Beverage, & Apparel Mfg.	\$105,489	\$2,637	Yes	\$369,211	No
Wood, Paper, & Material Product Mfg.	\$55,784	\$1,395	Yes	\$195,242	No
Metal Mfg.	\$51,311	\$1,283	Yes	\$179,587	No
Machinery Mfg.	\$105,837	\$2,646	Yes	\$370,430	No
Computer & Electronic Product Mfg.	\$60,545	\$1,514	Yes	\$211,908	No
Electrical Equipment, Appliance, & Component Mfg.	\$70,665	\$1,767	Yes	\$247,328	No
Transportation Equipment Mfg.	\$69,047	\$1,726	Yes	\$241,665	No
Furniture & Related Product Mfg.	\$39,324	\$983	No	\$137,634	No
Miscellaneous Mfg.	\$59,538	\$1,488	Yes	\$208,384	No
Wholesale Trade	\$60,767	\$1,519	Yes	\$212,683	No
Retail Trade	\$28,260	\$707	No	\$98,911	No
Transportation, Warehousing & Utilities	\$61,459	\$1,536	Yes	\$215,108	No
Information	\$93,233	\$2,331	Yes	\$326,315	No
Finance & Insurance	\$79,155	\$1,979	Yes	\$277,042	No
Real Estate, Rental & Leasing	\$52,102	\$1,303	Yes	\$182,357	No
Professional, Scientific, & Technical Services	\$66,277	\$1,657	Yes	\$231,969	No
Management of Companies & Enterprises	\$73,374	\$1,834	Yes	\$256,808	No
Administrative & Waste Management Services	\$34,561	\$864	No	\$120,964	No
Private Educational Services	\$24,952	\$624	No	\$87,334	No
Health Care & Social Assistance	\$62,746	\$1,569	Yes	\$219,610	No
Arts, Entertainment, & Recreation	\$18,144	\$454	No	\$63,504	No
Accommodation & Food Services	\$20,334	\$508	No	\$71,170	No
Other Services, Except Public Administration	\$40,441	\$1,011	No	\$141,543	No
Government	\$55,058	\$1,376	Yes	\$192,703	No

Exhibit 82 displays housing affordability of workers in Tualatin's current target industries. Tualatin's target industries were identified in their Economic Opportunities Analysis (2019). These industries may change at the Economic Opportunities Analysis is revised.

Exhibit 82. Housing Affordability for workers at target industries in Washington County, 2017

Source: Oregon Employment Department. Note1: Average multifamily rent in Tualatin is \$1,220 (Costar, 2018) and median housing price is \$480,000 (Redfin, February 2019). Note2: Advanced manufacturing uses the average wage for all manufacturing subsectors and Distribution and Electric Commerce uses the average wage for the transportation, warehousing, and utilities sector.

Industry / Sector	Average Wage per Employee (Washington County)	Affordable Average Monthly Rent	Can a person in this industry afford average multifamily rent in Tualatin?	Affordable	Can a person in this industry afford the median housing price in Tualatin?
Food Processing & Manufacturing	\$66,166	\$1,654	Yes	\$231,581	No
Furniture Manufacturing	\$44,797	\$1,120	No	\$156,790	No
Plastics Manufacturing	\$50,725	\$1,268	Yes	\$177,538	No
Information Technology & Analytical Instruments	\$95,907	\$2,398	Yes	\$335,675	No
Distribution and Electronic Commerce	\$50,314	\$1,258	Yes	\$176,099	No
Advanced Manufacturing	\$110,756	\$2,769	Yes	\$387,646	No
Business Services	\$89,380	\$2,235	Yes	\$312,830	No

Summary of the Factors Affecting Tualatin's Housing Needs

The purpose of the analysis thus far has been to provide background on the kinds of factors that influence housing choice. While the number and interrelationships among these factors ensure that generalizations about housing choice are difficult to make and prone to inaccuracies, it is a crucial step to informing the types of housing that will be needed in the future.

There is no question that age affects housing type and tenure. Mobility, the ability to move freely and easily from one community to another, is substantially higher for people aged 20 to 34. People in that age group will also have, on average, less income than people who are older and they are less likely to have children. These factors mean that younger households are much more likely to be renters, and renters are more likely to be in multifamily housing.

The data illustrates what more detailed research has shown and what most people understand intuitively: life cycle and housing choice interact in ways that are predictable in the aggregate; age of the household head is correlated with household size and income; household size and age of household head affect housing preferences; and income affects the ability of a household to afford a preferred housing type. The connection between socioeconomic and demographic factors and housing choice is often described informally by giving names to households with certain combinations of characteristics: the "traditional family," the "never-marrieds," the "dinks" (dual-income, no kids), and the "empty-nesters." Thus, simply looking at the long wave of demographic trends can provide good information for estimating future housing demand.

⁴³ See Planning for Residential Growth: A Workbook for Oregon's Urban Areas (June 1997).

Still, one is ultimately left with the need to make a qualitative assessment of the future housing market. The following is a discussion of how demographic and housing trends are likely to affect housing in Tualatin over the next 20 years:

- Growth in housing will be driven by growth in households. Households in Tualatin's city limits is forecast to grow from 10,791 households to 11,362 households, an increase of 571 households between 2020 and 2040.⁴⁴ In that same time, households in Basalt Creek are forecast to grow from 203 households to 646 households, an increase of 443 households. Together, Tualatin city limits and Basalt Creek will grow by 1,014 households between 2020 and 2040. Tualatin is planning for 1,014 new dwelling units to meet the needs of its forecasted new households.
- Housing affordability is a growing challenge in Tualatin. It is a challenge in most of the region in general, and Tualatin is affected by these regional trends. Housing prices are increasing faster than incomes in Tualatin and Washington County, which is consistent with state and national challenges. Tualatin has a large share of multifamily housing (about 41% of the City's housing stock), but over half of renter households are cost burdened. Tualatin's key challenge over the next 20 years is providing opportunities for development of relatively affordable housing of all types, such as lower-cost single-family housing, townhouses and duplexes, market-rate multifamily housing, and government-subsidized affordable housing.
- Without substantial changes in housing policy, on average, future housing will look a lot like past housing. That is the assumption that underlies any trend forecast, and one that is important when trying to address demand for new housing.
 - The City's residential policies can impact the amount of change in Tualatin's housing market, to some degree. If the City adopts policies to increase opportunities to build smaller-scale single-family and multifamily housing types (particularly single-family attached that is comparatively affordable to moderate-income households), a larger percentage of new housing developed over the next 20 years in Tualatin may begin to address the city's needs. Examples of policies that the City could adopt to achieve this outcome include: allowing a wider range of housing types (e.g., duplex or townhouses) in single-family zones, ensuring that there is sufficient land zoned to allow single-family attached and multifamily housing development, supporting development of government-assisted affordable housing, and encouraging multifamily residential development in downtown. The degree of change in Tualatin's housing market, however, will depend on market demand for these types of housing in Washington County.
- If the future differs from the past, it is likely to move in the direction, on average, of smaller units and more diverse housing types. Most of the evidence suggests that the bulk of the change will be in the direction of smaller average house and lot sizes for

⁴⁴ This forecast is based on Metro's 2040 *Population Distributed Forecast* (2016) for Tualatin from 2015 (extrapolated to 2020) to 2040 period, shown in Exhibit 27.

single-family housing. This includes providing opportunities for development of smaller single-family detached homes, townhomes, and multifamily housing. Key demographic and economic trends that will affect Tualatin's future housing needs are: (1) the aging of the Baby Boomers, (2) the aging of the Millennials, and (3) the continued growth in Latinx population.

- o The Baby Boomer's population is continuing to age. By 2040, people 60 years and older will account for 24% of the population in Washington County (up from 20% in 2020). The changes that affect Tualatin's housing demand as the population ages are that household sizes and homeownership rates decrease. The majority of Baby Boomers are expected to remain in their homes as long as possible, downsizing or moving when illness or other issues cause them to move. Demand for specialized senior housing, such as age-restricted housing or housing in a continuum of care from independent living to nursing home care, may grow in Tualatin.
- Millennials will continue to form households and make a variety of housing choices. As Millennials age and form households, generally speaking, their household sizes will increase, and their homeownership rates will peak by about age 55. Between 2020 and 2040, Millennials (and the generation after) will be a key driver in demand for housing for families with children. The ability to attract Millennials will depend on the City's availability of affordable renter and ownership housing. It will also depend on the location of new housing in Tualatin as many Millennials prefer to live in more urban environments.⁴⁵ The decline in homeownership among the Millennial generation has more to do with financial barriers rather than the preference to rent.⁴⁶
- Latinx population will continue to grow. The U.S. Census projects that by about 2040, the Latinx population will account for one-quarter of the nation's population. The share of Latinx population in the Western U.S. is likely to be higher. The Latinx population currently accounts for about 16% of Tualatin's population. In addition, the Latinx population is generally younger than the U.S. average, with many Latinx people belonging to the Millennial generation.

The Latinx population growth will be an important driver in growth of housing demand, both for owner- and renter-occupied housing. Growth in the Latinx population will drive demand for housing for families with children. Given the lower income for Latinx households, especially first-generation immigrants,

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⁴⁵ Choi, Hyun June; Zhu, Jun; Goodman, Laurie; Ganesh, Bhargavi; Strochak, Sarah. (2018). Millennial Homeownership, Why is it So Low, and How Can We Increase It? Urban Institute. https://www.urban.org/research/publication/millennial-homeownership/view/full_report ⁴⁶ Ibid.

growth in this group will also drive demand for affordable housing, both for ownership and renting. ⁴⁷

In summary, an aging population, increasing housing costs (although lower than the Region), housing affordability concerns for Millennials and the Latinx populations, and other variables are factors that support the conclusion of need for a broader array of housing choices. Growth of retirees will drive demand for small single-family detached houses and townhomes for homeownership, townhome and multifamily rentals, agerestricted housing, and assisted-living facilities. Growth in Millennials, Latinx populations will drive demand for affordable housing types, including demand for affordable single-family units (many of which may be ownership units), for affordable multifamily units (many of which may be rental units), and for dwellings with a larger number of bedrooms.

No amount of analysis is likely to make the distant future completely certain: the purpose of the housing forecasting in this study is to get an approximate idea about the future (so policy choices can be made today). Economic forecasters regard any economic forecast more than three (or at most five) years out as highly speculative. At one year, one is protected from being disastrously wrong by the sheer inertia of the economic machine. A variety of factors or events could, however, cause growth forecasts to be substantially different.

Pew Research Center. Second-Generation Americans: A Portrait of the Adult Children of Immigrants, February 7, 2012.

National Association of Hispanic Real Estate Professionals. 2014 State of Hispanic Homeownership Report, 2014.

⁴⁷ The following articles describe housing preferences and household income trends for Latinx families, including differences in income levels for first, second, and third generation households. In short, Latinx households have lower median income than the national averages. First and second generation Latinx households have median incomes below the average for all Latinx households. Latinx households have a strong preference for homeownership, but availability of mortgages and availability of affordable housing are key barriers to homeownership for this group.

5. Housing Need in Tualatin

Project New Housing Units Needed in the Next 20 Years

The results of the housing needs analysis are based on: (1) Metro's official household forecast for growth in Tualatin over the 20-year planning period, (2) information about Tualatin's housing market relative to Washington County and the Portland Region, and (3) the demographic composition of Tualatin's existing population and expected long-term changes in the demographics of Washington County.

Forecast for Housing Growth

A 20-year household forecast (in this instance for 2020 to 2040) is the foundation for estimating needed new dwelling units. The forecast for Tualatin is based on Metro's 2040 Household Distributed Forecast, 2016 and Metro's 2040 TAZ Forecast for households, 2015. Tualatin city limits will grow from 10,994 households in 2020⁴⁸ to 12,008 households in 2040, an increase of 1,014 households.⁴⁹

To accommodate new households, Exhibit 83 shows that Tualatin will have demand for 1,014 new dwelling units over the 20-year period, with an annual average of 51 dwelling units.

Exhibit 83. Forecast of demand for new dwelling units, Tualatin Planning Area (city limits and Basalt Creek), 2020 to 2040

Source: Metro's 2040 Household Distributed Forecast, July 12, 2016. Metro's 2040 TAZ Forecast for households, November 6, 2015. Calculations by ECONorthwest. Note: DU is dwelling unit.

Variable	New DU City Limits	New DU Basalt Creek	New DU Tualatin Planning Area
Household Forecast 2020	10,791	203	10,994
Household Forecast 2040	11,362	646	12,008
Total New Dwelling Units (2020-2040)	571	443	1,014
Annual Average of New Dwelling Units	29	22	51

⁴⁸ Metro's 2040 Household Distributed Forecast shows that in 2015 the Tualatin city limits had 10,653 households. The Metro forecast shows Tualatin growing to 11,362 households in 2040, an average annual growth rate of 0.26% for the 25-year period. Using this growth rate, ECONorthwest extrapolated the forecast to 2020 (10,791 households).

In addition, ECONorthwest included the forecast for new households in the Basalt Creek Planning Area. The forecast for households in Basalt Creek derive from Metro's 2040 TAZ Forecast for households (TAZ 980 and 981). The Metro forecast shows Basalt Creek growing to 646 households in 2040, an average annual growth rate of 5.96% for the 25-year period. Using this growth rate, ECONorthwest extrapolated the forecast from 2015 (152 households) to 2020 (203 households).

⁴⁹ This forecast is based on Tualatin city limits' official household forecast from Metro for the 2020 to 2040 period.

Housing Units Needed Over the Next 20 Years

Exhibit 83 presents a forecast of new housing in Tualatin for the 2020 to 2040 period. This section determines the needed mix and density for the development of new housing developed over this 20-year period in Tualatin.

Exhibit 85 shows that over the next 20-years, the need for new housing developed in Tualatin will generally include a wider range of housing types across the affordability spectrum. This conclusion is consistent with housing need in other in the Portland Region and most cities across the State. This conclusion is based on the following information, found in Chapter 3 and 4 of this report.

- Tualatin's housing mix is predominately single-family detached and multifamily. In the 2013-2017 period, 53% of Tualatin's housing was single-family detached, 41% was multifamily, and 6% was single-family attached. In comparison, the mix of housing for the entire Portland Region was 63% single-family detached, 32% multifamily, and 5% single-family attached.
- Demographic changes across the Portland Region (and in Tualatin) suggest increases in demand for single-family attached housing and multifamily housing. The key demographic trends that will affect Tualatin's future housing needs are the aging of the Baby Boomers, household formation of Millennial households, and growth of Latinx households.
- Tualatin households have incomes about the same as those for the Portland Region. Tualatin's median household income was \$72,580 about \$1,500 lower than Washington County's median. Approximately 36% of Tualatin households earn less than \$50,000 per year, compared to 33% in Washington County and 37% in the Portland Region.
- About 38% of Tualatin's households are cost burdened (paying 30% or more of their household income on housing costs), compared to 42% of households in the Portland Region and 34% in Washington County.⁵⁰ About 56% of Tualatin's renters are cost burdened and about 22% of Tualatin's homeowners are cost burdened.
- About 45% of Tualatin's households are renters, 82% of whom live in multifamily housing. Median rents in Tualatin are \$1,154 per month, compared to the \$1,183 median rent for Washington County as a whole.

A household earning 60% of Tualatin's median household income (\$43,548) could afford about \$1,089 per month in rent. A household with median income in Tualatin (\$72,580) could afford \$1,815 rent per month, compared with the median gross rent of \$1,154. About 41% of Tualatin's housing stock is multifamily, compared to 32% of the housing in the Portland Region.

⁵⁰ The Department of Housing and Urban Development's guidelines indicate that households paying more than 30% of their income on housing experience "cost burden," and households paying more than 50% of their income on housing experience "severe cost burden."

- Housing sales prices increased in Tualatin over the last four years. From February 2015 to February 2019, the median housing sale price increased by \$160,000 (50%), from \$320,000 to \$480,000. A household would need to earn \$120,000 to \$160,000 to afford the median sales price in Tualatin. About 36% of Tualatin's households have incomes at or above this amount.
- Tualatin needs more affordable housing types for homeowners and renters. A household earning 100% of Tualatin's median household income of \$72,580 could afford about \$1,815 per month in rent, compared with the median gross rent of about \$1,154. This household could afford to own a home roughly valued between \$254,000 and \$290,000, which is less than the median home sales price of about \$480,000 in Tualatin.⁵¹
 While a household could begin to afford Tualatin's median rents at about 65% of Tualatin's median household income, the rates of cost burden among renters suggest.

Tualatin's median household income, the rates of cost burden among renters suggest that Tualatin does not have a sufficient number of affordable rental units. A household can start to afford median home sale prices at about 190% of Tualatin's median household income.

These factors suggest that Tualatin needs a broader range of housing types with a wider range of price points than are currently available in Tualatin's housing stock. This includes providing opportunity for development of housing types such as: single-family detached housing (e.g., small homes like cottages or small-lot detached units, traditional detached homes, and high-amenity detached homes), townhouses, and multifamily products (duplexes, triplexes, quadplexes, and apartments and condominiums).

Tualatin evaluated several scenarios to forecast housing growth (Exhibit 84). The scenario selected, and described below, was a combination between Scenario 2 and Scenario 3 (referred to here as Scenario 4). Scenario 4 was 40% single-family detached, 15% multifamily, and 45% multifamily.

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⁵¹ In 2016, 2017, and 2018, 19 homes in Tualatin sold within the \$254,000 and \$290,000 price range (out of 268 homes).

Exhibit 84. Forecast of demand for new dwelling units, Tualatin Planning Area (city limits and Basalt Creek), 2020 to 2040

Source: Calculations by ECONorthwest. Note: DU is dwelling unit.

	Mix of New Dwelling Units (2020-2040)				
Variable	Scenario 1	Scenario 2	Scenario 3	Scenairo 4	
Needed new dwelling units (2020-2040)	1,014	1,014	1,014	1,014	
Dwelling units by structure type					
Single-family detached					
Percent single-family detached DU	50%	45%	35%	40%	
equals Total new single-family detached DU	507	456	355	406	
Single-family attached					
Percent single-family attached DU	9%	10%	15%	15%	
equals Total new single-family attached DU	91	102	152	152	
Multifamily					
Percent multifamily	41%	45%	50%	45%	
Total new multifamily	416	456	507	456	
equals Total new dwelling units (2020-2040)	1,014	1,014	1,014	1,014	

Exhibit 85 shows the final forecast for housing growth in the Tualatin city limits during the 2020 to 2040 period. The projection is based on the following assumptions:

- Tualatin's official forecast for population growth shows that the city will add 1,014 households over the 20-year period. Exhibit 85 shows Metro's forecast for growth of 1,014 new dwelling units over the 20-year planning period.
- The assumptions about the mix of housing in Exhibit 85 are consistent with the requirements of OAR 660-007⁵²:
 - About 40% of new housing will be single-family detached, a category which includes manufactured housing. In 2013-2017, 53% of Tualatin's housing was single-family detached.
 - Nearly 15% of new housing will be single-family attached. In 2013-2017, 6% of Tualatin's housing was single-family attached.
 - About 45% of new housing will be multifamily. In 2013-2017, 41% of Tualatin's housing was multifamily.

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⁵² OAR 660-007-0030(1) requires that most Metro cities "...provide the opportunity for at least 50 percent of new residential units to be attached single family housing or multiple family housing..."

Tualatin will have demand for 1,014 new dwelling units over the 20-year period, 40% of which will be single-family detached housing.

Exhibit 85. Forecast of demand for new dwelling units, Tualatin Planning Area, 2020 to 2040

Source: Calculations by ECONorthwest.

Variable	Mix of New Dwelling Units (2020-2040)
Needed new dwelling units (2020-2040)	1,014
Dwelling units by structure type	
Single-family detached	
Percent single-family detached DU	40%
equals Total new single-family detached DU	406
Single-family attached	
Percent single-family attached DU	15%
equals Total new single-family attached DU	152
Multifamily	
Percent multifamily	45%
Total new multifamily	456
equals Total new dwelling units (2020-2040)	1,014

The forecast of new units does not include dwellings that will be demolished and replaced. This analysis does not factor those units in; however, it assumes they will be replaced at the same site and will not create additional demand for residential land.

Exhibit 86 allocates needed housing to plan designations in Tualatin. The allocation is based, in part, on the types of housing allowed in the zoning designations in each plan designation.

Note to reviewers: House Bill 2001 requires cities in the Metro UGB or with more than 25,000 people to allow the following middle housing types in areas zoned for residential use that allow for the development of single-family detached housing: duplexes, triplexes, quadplexes, cottage clusters, and townhouses. This analysis assumes that Tualatin will comply with the requirements of House Bill 2001.

Exhibit 86 shows:

- Low Residential (RL) land will accommodate single-family detached housing, including manufactured houses. Low density will also accommodate duplexes, triplexes, quadplexes, cottage clusters, and townhouses based on the requirements of House Bill 2001.
- Medium Low Residential (RML) land will accommodate duplexes, townhomes (or rowhouses), and manufactured homes in manufactured housing parks. For consistency with the housing types allowed in Low Residential, this analysis assumes that RML will also allow triplexes and quadplexes.
- Medium High Residential (RMH) land will accommodate duplexes, townhomes (or rowhouses), and multifamily housing.
- **High Density Residential (RH)** land will accommodate duplexes, townhomes (or rowhouses), and multifamily housing.

 High Density High Rise Residential (RH-HR) land will accommodate duplexes, townhomes (or rowhouses), and multifamily housing.

Exhibit 86. Allocation of needed housing by housing type and plan designation, Tualatin Planning Area, 2020 to 2040

Source: ECONorthwest.

	Residential Plan Designations					
Housing Type	Low Density	Medium Low Density	Medium High Density	High Density	High High-Rise	Total
Dwelling Units						
Single-family detached	406	-	-	-	-	406
Single-family attached	30	41	19	61	-	151
Multifamily	30	30	101	193	101	455
Total	466	71	120	254	101	1,012
Percent of Units						
Single-family detached	40%	0%	0%	0%	0%	40%
Single-family attached	3%	4%	2%	6%	0%	15%
Multifamily	3%	3%	10%	19%	10%	45%
Total	46%	7%	12%	25%	10%	100%

Exhibit 87 presents assumptions about future housing density based on historical densities in Tualatin shown in Exhibit 14. Exhibit 87 converts between net acres and gross acres⁵³ to account for land needed for rights-of-way by plan designation in Tualatin, based on Metro's methodology of existing rights-of-way.⁵⁴

- Low Residential (RL): Average density in this Plan Designation was historically 5.7 dwelling units per gross acre in tax lots smaller than 0.38 acres and no land is needed for rights-of-ways based on Metro's assumptions. For lots between 0.38 and 1.0 acres the future density will be 5.1 dwelling units per gross acre and for lots larger than 1.0 acres the future density will be 4.6 dwelling units per gross acre.
- Medium Low Residential (RML): Average density in this Plan Designation was historically 11.7 dwelling units per gross acre in tax lots smaller than 0.38 acres and no land is needed for rights-of-ways based on Metro's assumptions. For lots between 0.38 and 1.0 acres the future density will be 10.5 dwelling units per gross acre and for lots larger than 1.0 acres the future density will be 9.5 dwelling units per gross acre.
- Medium High Residential (RMH): Average density in this Plan Designation was historically 16.1 dwelling units per gross acre in tax lots smaller than 0.38 acres and no

⁵³ OAR 660-024-0010(6) uses the following definition of net buildable acre. "Net Buildable Acre" "…consists of 43,560 square feet of residentially designated buildable land after excluding future rights-of-way for streets and roads." While the administrative rule does not include a definition of a gross buildable acre, using the definition above, a gross buildable acre will include areas used for rights-of-way for streets and roads. Areas used for rights-of-way are considered unbuildable.

⁵⁴ Metro's methodology about net-to-gross assumptions are that: (1) tax lots under 3/8 acre assume 0% set aside for future streets; (2) tax lots between 3/8 acre and 1 acre assume a 10% set aside for future streets; and (3) tax lots greater than an acre assumes an 18.5% set aside for future streets. The analysis assumes an 18.5% assumption for future streets.

land is needed for rights-of-ways based on Metro's assumptions. For lots between 0.38 and 1.0 acres the future density will be 14.5 dwelling units per gross acre and for lots larger than 1.0 acres the future density will be 13.1 dwelling units per gross acre.

- **High Density Residential (RH):** Average density in this Plan Designation was historically 20.5 dwelling units per gross acre in tax lots smaller than 0.38 acres and no land is needed for rights-of-ways based on Metro's assumptions. For lots between 0.38 and 1.0 acres the future density will be 18.4 dwelling units per gross acre and for lots larger than 1.0 acres the future density will be 16.7 dwelling units per gross acre.
- High Density High Rise Residential (RH-HR): Average density in this Plan Designation was historically 28.0 dwelling units per gross acre in tax lots smaller than 0.38 acres and no land is needed for rights-of-ways based on Metro's assumptions. For lots between 0.38 and 1.0 acres the future density will be 15.2 dwelling units per gross acre and for lots larger than 1.0 acres the future density will be 22.8 dwelling units per gross acre.

Exhibit 87. Assumed future density of housing built in the Tualatin Planning Area, 2020 to 2040 Source: ECONorthwest. *Note: DU is dwelling unit.*

	Tax Lots Smaller than 0.38 acre			Tax Lots > 0.38 and < 1.0 acre			Tax Lots larger than 1.0 acre		
Residential Plan Designations	Net Density (DU/net acre)	% for Rights-of- Way	Gross Density (DU/gross acre)	Net Density (DU/net acre)	% for Rights-of- Way	Gross Density (DU/gross acre)	Net Density (DU/net acre)	% for Rights-of- Way	Gross Density (DU/gross acre)
Low Density	5.7	0%	5.7	5.7	10%	5.1	5.7	18.5%	4.6
Medium Low Density	11.7	0%	11.7	11.7	10%	10.5	11.7	18.5%	9.5
Medium High Density	16.1	0%	16.1	16.1	10%	14.5	16.1	18.5%	13.1
High Density	20.5	0%	20.5	20.5	10%	18.4	20.5	18.5%	16.7
High Density / High-Rise	28.0	0%	28.0	28.0	10%	25.2	28.0	18.5%	22.8

Through the Housing Strategy, Tualatin may consider increasing densities in specific zones. For example, the City may consider increasing the allowed densities in High Density / High-Rise (and adjusting related zoning standards, such as building heights) to allow higher density multifamily housing than is currently allowed in Tualatin.

Needed Housing by Income Level

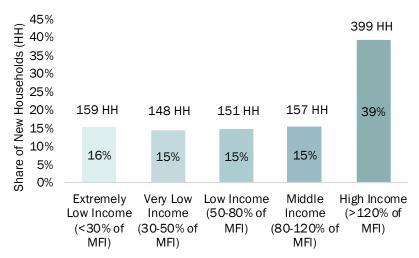
The next step in the housing needs analysis is to develop an estimate of need for housing by income and housing type. This analysis requires an estimate of the income distribution of current and future households in the community. Estimates presented in this section are based on (1) secondary data from the Census, and (2) analysis by ECONorthwest.

The analysis in Exhibit 88 is based on American Community Survey data about income levels for existing households in Tualatin. Income is categorized into market segments consistent with HUD income level categories, using Washington County's 2018 Median Family Income (MFI) of \$81,400. The Exhibit is based on existing household income distribution, assuming that approximately the same percentage of households will be in each market segment in the future.

About a third of Tualatin's future households are forecast to be extremely or very low income and nearly 40% are forecast to have high incomes.

Exhibit 88. Future (New) Households, by Median Family Income (MFI) for Washington County (\$69,600), Tualatin Planning Area, 2018

Source: U.S. Department of Housing and Urban Development, Washington County, 2018. U.S. Census Bureau, 2013-2017 ACS Table 19001.



Need for Government-Assisted and Manufactured Housing

ORS 197.303, 197.307, 197.312, and 197.314 requires cities to plan for government-assisted housing, manufactured housing on lots, and manufactured housing in parks.

- Government-assisted housing. Government subsidies can apply to all housing types (e.g., single family detached, apartments, etc.). Tualatin allows development of government-assisted housing in all residential plan designations, with the same development standards for market-rate housing. This analysis assumes that Tualatin will continue to allow government housing in all of its residential plan designations. Because government assisted housing is similar in character to other housing (with the exception being the subsidies), it is not necessary to develop separate forecasts for government-subsidized housing.
- Farmworker housing. Farmworker housing can apply to all housing types and the City allows development of farmworker housing in all residential plan designations, with the same development standards as market-rate housing. This analysis assumes that Tualatin will continue to allow this housing in all of its residential plan designations. Because it is similar in character to other housing (with the possible exception of government subsidies, if population restricted), it is not necessary to develop separate forecasts for farmworker housing.
- Manufactured housing on lots. Tualatin allows manufactured homes on lots in Low Density Residential zones.
- Manufactured housing in parks. Tualatin allows manufactured homes in parks in Medium Low Density zones. According to the Oregon Housing and Community Services' Manufactured Dwelling Park Directory,⁵⁵ Tualatin has two manufactured home parks with 178 spaces.
- ORS 197.480(2) requires Tualatin to project need for mobile home or manufactured dwelling parks based on: (1) population projections, (2) household income levels, (3) housing market trends, and (4) an inventory of manufactured dwelling parks sited in areas planned and zoned or generally used for commercial, industrial, or high density residential.
 - Exhibit 83 shows that Tualatin will grow by 1,014 dwelling units over the 2020 to 2040 period.
 - Analysis of housing affordability shows that about 31% of Tualatin's new households will be considered very-low or extremely-low income, earning 50% or less of the region's median family income. One type of housing affordable to these households is manufactured housing.

⁵⁵ Oregon Housing and Community Services, Oregon Manufactured Dwelling Park Directory, http://o.hcs.state.or.us/MDPCRParks/ParkDirQuery.jsp

- Manufactured homes in manufactured housing parks accounts for about 2% (about 178 dwelling units) of Tualatin's current housing stock.
- National, state, and regional trends since 2000 showed that manufactured housing parks are closing, rather than being created. For example, between 2000 and 2015, Oregon had 68 manufactured parks close, with more than 2,700 spaces. Discussions with several stakeholders familiar with manufactured home park trends suggest that over the same period, few to no new manufactured home parks have opened in Oregon.
- The households most likely to live in manufactured homes in parks are those with incomes between \$24,420 and \$40,700 (30% to 50% of MFI), which include 15% of Tualatin's households. However, households in other income categories may live in manufactured homes in parks.

Manufactured home subdivision development is an allowed use in the Medium Low Density plan designation. The national and state trends of closure of manufactured home parks, and the fact that no new manufactured home parks have opened in Oregon in over the last 15 years, demonstrate that development of new manufactured home parks or subdivisions in Tualatin is unlikely.

Our conclusion from this analysis is that development of new manufactured home parks or subdivisions in Tualatin over the 2020 to 2040 planning period is unlikely, although manufactured homes may continue to locate on lots in the Low Density plan designation. The forecast of housing assumes that no new manufactured home parks will be opened in Tualatin over the 2020 to 2040 period. The forecast for new dwelling units includes new manufactured homes on lots in the category of single-family detached housing.

 Over the next 20 years (or longer) one or both of Tualatin's manufactured housing parks may close. This may be a result of the manufactured home park landowners selling or redeveloping their land for uses with higher rates of return, rather than lack of demand for spaces in manufactured home parks.
 Manufactured home parks contribute to the supply of low-cost affordable housing options, especially for affordable homeownership.

While there is statewide regulation of the closure of manufactured home parks designed to lessen the financial difficulties of this closure for park residents,⁵⁶ the City has a role to play in ensuring that there are opportunities for housing for the displaced residents. The City's primary roles are to ensure that there is sufficient land zoned for new multifamily housing and to reduce barriers to residential

⁵⁶ ORS 90.645 regulates rules about closure of manufactured dwelling parks. It requires that the landlord must do the following for manufactured dwelling park tenants before closure of the park: give at least one year's notice of park closure, pay the tenant between \$5,000 to \$9,000 for each manufactured dwelling park space, and cannot charge tenants for demolition costs of abandoned manufactured homes.

development to allow for development of new, relatively affordable housing (i.e. housing affordable to households earning less than 80% of MFI and especially those earning less than 60% of MFI). The City may use a range of policies to encourage development of relatively affordable housing, such as allowing a wider range of moderate density housing (e.g., duplexes or cottages) in Low Density plan designation, removing barriers to multifamily housing development, using tax credits to support affordable housing production, developing an inclusionary zoning policy, or partnering with a developer of government-subsidized affordable housing.

Residential Land Sufficiency within Tualatin

This chapter presents an evaluation of the sufficiency of vacant residential land in Tualatin to accommodate expected residential growth over the 2020 to 2040 period. This chapter includes an estimate of residential development capacity (measured in new dwelling units) and an estimate of Tualatin's ability to accommodate needed new housing units for the 2020 to 2040 period, based on the analysis in the housing needs analysis. The chapter ends with a discussion of the conclusions and recommendations for the housing needs analysis.

Capacity Analysis

The buildable lands inventory summarized in Chapter 2 (and presented in full in Appendix A) provides a *supply* analysis (buildable land by type), and Chapter 5 provided a *demand* analysis (population and growth leading to demand for more residential development). The comparison of supply and demand allows the determination of land sufficiency.

There are two ways to calculate estimates of supply and demand into common units of measurement to allow their comparison: (1) housing demand can be converted into acres, or (2) residential land supply can be converted into dwelling units. A complication of either approach is that not all land has the same characteristics. Factors such as zone, slope, parcel size, and shape can affect the ability of land to accommodate housing. Methods that recognize this fact are more robust and produce more realistic results. This analysis uses the second approach: it estimates the ability of vacant residential lands within the UGB to accommodate new housing. This analysis, sometimes called a "capacity analysis," can be used to evaluate different ways that vacant residential land may build out by applying different assumptions.

⁵⁷ There is ambiguity in the term *capacity analysis*. It would not be unreasonable for one to say that the "capacity" of vacant land is the maximum number of dwellings that could be built based on density limits defined legally by plan designation or zoning, and that development usually occurs—for physical and market reasons—at something less than full capacity. For that reason, we have used the longer phrase to describe our analysis: "estimating how many new dwelling units the vacant residential land in the UGB is likely to accommodate." That phrase is, however, cumbersome, and it is common in Oregon and elsewhere to refer to that type of analysis as "capacity analysis," so we use that shorthand occasionally in this memorandum.

Tualatin Capacity Analysis Results

The capacity analysis estimates the development potential of vacant residential land to accommodate new housing, based on the needed densities shown in **Error! Reference source n ot found.**

Exhibit 91 shows that **Tualatin city limit's** (Exhibit 89) **and Basalt Creek's** (Exhibit 90) **buildable land has capacity to accommodate approximately 1,915 new dwelling units**, based on the following assumptions:

- Buildable residential land. The capacity estimates start with the number of buildable acres in residential plan designations, per the buildable lands inventory, for city limits. It starts with the number of buildable acres in residential plan designations, per the Basalt Creek Concept Plan, for Basalt Creek.
- Needed densities. The capacity analysis assumes development will occur at assumed future densities. Those densities were derived from the densities shown in Exhibit 87.
- Average net density. Exhibit 91 shows capacity and densities in gross acres. OAR 660-007 requires that Tualatin provide opportunity for development of housing at an overall average density of eight dwelling units per net acre. The average net density of dwelling units in Exhibit 91 is approximately 9.4 dwelling units per net acres and 7.8 dwelling units per gross acre.

Exhibit 89. Estimate of residential capacity on unconstrained vacant and partially vacant buildable land, Tualatin City Limits, 2018

Source: Buildable Lands Inventory; Calculations by ECONorthwest. Note: DU is dwelling unit.

	Tax Lots	Smaller than 0.3	38 acre	Tax Lots :	> 0.38 and < 1	0 acre	Tax Lots	larger than 1.	0 acre	Total, co	mbined
Residential Plan Designations	Buildable Acres	Density Assumption (DU/gross acre)	Capacity (Dwelling Units)	Buildable Acres	Density Assumption (DU/gross acre)	Capacity (Dwelling Units)	Buildable Acres	Density Assumption (DU/gross acre)	Capacity (Dwelling Units)	Buildable Acres	Capacity (Dwelling Units)
Low Density	18	5.7	103	17	5.1	85	51	4.6	233	86	421
Medium Low Density	1	11.7	9	3	10.5	26	69	9.5	658	73	693
Medium High Density	0	16.1	-	0	14.5	-	1	13.1	13	1	13
High Density	0	20.5	6	0	18.4	7	12	16.7	200	13	213
High High-Rise	0	28.0	-	0	25.2	-	0	22.8	-	0	-
Total	19	-	118	20	-	118	133	-	1,104	172	1,340

Exhibit 90. Estimate of residential capacity on unconstrained vacant and partially vacant buildable land, Basalt Creek, 2018

Source: Basalt Creek Concept Plan. Note: this table uses the Basalt Creek Concept Plan's estimate for capacity; it does not rely on historic net densities by plan designation to calculate capacity on buildable lands. Historic net densities in Basalt Creek were not increased as they were in the estimate of capacity for Tualatin city limits.

Residential Plan Designations	Dwelling Units	Buildable Acres from Basalt Creek Concept Plan	Density Assumption (DU per Gross Acre)
Low Density	134	3.4	5.4
Medium Low Density	374	59.8	6.3
High Density	67	24.8	19.9
Total	575	88	6.5

Exhibit 91. Estimate of residential capacity on unconstrained vacant and partially vacant buildable land, Tualatin Planning Area, 2018

Source: Buildable Lands Inventory; Calculations by ECONorthwest. Note: DU is dwelling unit.

	Dwelling Units					
Residential	Capacity	Capacity	Capacity			
Plan Designations	(in City Limits)	(in Basalt Creek)	(Total)			
Low Density	421	134	555			
Medium Low Density	693	374	1,067			
Medium High Density	13	-	13			
High Density	213	67	280			
High Density / High-Rise	-	-	-			
Total	1,340	575	1,915			

Residential Land Sufficiency

The next step in the analysis of the sufficiency of residential land within Tualatin is to compare the demand for housing by Plan Designation (Exhibit 86) with the capacity of land by Plan Designation (Exhibit 91).

Exhibit 92 shows that Tualatin has sufficient land to accommodate development in the Low Density Plan Designation, Medium Low Density Plan Designation, and High Density Plan Designation – with a surplus of capacity for 89, 996, and 26 dwelling units respectively. Tualatin has a deficit of capacity for 107 dwelling units in the Medium High Plan Designation and a deficit of capacity for 101 dwelling units in the High Density High-Rise Plan Designation.

The deficits in Exhibit 92 shows may be addressed in multiple ways, such as re-zoning land, increasing densities allowed in designations with deficits, or through surpluses in other designations.

Exhibit 92. Comparison of capacity of existing residential land with demand for new dwelling units and land surplus or deficit, Tualatin City Limits and Basalt Creek, 2020 to 2040

Source: Buildable Lands Inventory; Calculations by ECONorthwest. Note: DU is dwelling unit.

Residential Plan Designations	Capacity (Dwelling Units)	Demand for New Housing	Remaining Capacity (Supply minus Demand)	Land Surplus or (Deficit) Gross Acres
Low Density	555	466	89	16
Medium Low Density	1,067	71	996	85
Medium High Density	13	120	(107)	(7)
High Density	280	254	26	1
High Density High-Rise	-	101	(101)	(4)

Tualatin's surplus of Low Density Residential capacity (89 dwelling units) means that the City has an approximate surplus of 16 gross acres of Low Density land (at 5.7 dwelling units per gross acre). Tualatin's surplus of Medium Low Density Residential capacity (996 dwelling units) means that the City has an approximate surplus of 85 gross acres of Medium Low Density land

(at 11.7 dwelling units per gross acre). Tualatin's surplus of High Density Residential capacity (26 dwelling units) means that the City has an approximate surplus of one gross acre of High Density Land (at 20.5 dwelling units per gross acre). Additionally, Tualatin has residential redevelopment potential of about 400 dwelling units.

Conclusions

The key findings of the Tualatin Housing Needs Analysis are that:

- Growth in housing will be driven by growth in households. Households in Tualatin's city limits is forecast to grow from 10,791 households to 11,362 households, an increase of 571 households between 2020 and 2040. In that same time, households in Basalt Creek are forecast to grow from 203 households to 646 households, an increase of 443 households.
- To accommodate households in Tualatin city limits and Basalt Creek, Tualatin is planning for 1,014 new dwelling units. To accommodate the 1,014 dwelling units over the 20-year planning period, Tualatin will average 51 new dwelling units annually.
- Tualatin will plan for more single-family attached dwelling units in the future to meet the City's housing needs. Historically, about 53% of Tualatin's housing was single-family detached. New housing in Tualatin is forecast to be 40% single-family detached, 15% single-family attached, and 45% multifamily.
 - The factors driving the shift in types of housing needed in Tualatin include changes in demographics and decreases in housing affordability. The aging of senior populations and the household formation of young adults will drive demand for renter- and owner-occupied housing, such as small single-family detached housing, townhouses, duplexes, and apartments / condominiums. Both groups may prefer housing in walkable neighborhoods, with access to services.
 - Tualatin's existing deficit of housing affordable for low- and high-income households indicates a need for a wider range of housing types, for renters and homeowners. About 37% of Tualatin's households have affordability problems, including a cost burden rate of 56% for renter households.
 - Without diversification of housing types, lack of affordability will continue to be a problem, possibly growing in the future if incomes continue to grow at a slower rate than housing costs. Under the current conditions, 307 of the forecasted new households will have incomes of \$40,700 (in 2018 dollars) or less (50% of MFI income or less). These households cannot afford market rate housing without government subsidy. Another 151 new households will have incomes between \$40,700 and \$65,120 (50% to 80% of MFI). These households will all need access to affordable housing, such as the housing types described above.

Note to reviewers: The final version of the HNA will include more detailed conclusions, including conclusions related to the housing strategy.

Appendix A – Residential Buildable Lands Inventory

The general structure of the standard method BLI analysis is based on the DLCD HB 2709 workbook "*Planning for Residential Growth – A Workbook for Oregon's Urban Areas,*" which specifically addresses residential lands.⁵⁸ The steps and sub-steps in the supply inventory are:

- 1. Calculate the gross vacant acres by plan designation, including fully vacant and partially vacant parcels.
- 2. Calculate gross buildable vacant acres by plan designation by subtracting unbuildable acres from total acres.
- 3. Calculate net buildable acres by plan designation, subtracting land for future public facilities from gross buildable vacant acres.
- 4. Calculate total net buildable acres by plan designation by adding redevelopable acres to net buildable acres.

The methods used for this study are consistent with many others completed by ECONorthwest that have been acknowledged by DLCD and LCDC.

Overview of the Methodology

The BLI for Tualatin is based on the data and methods used by Metro. In addition, ECONorthwest's approach updated Metro's results to account for new development (the Metro 2018 UGR is based on 2016 data) and other potential local conditions, such as unique environmental constraints.

Study Area

The BLI for Tualatin includes all residential land designated in the comprehensive plans within city limits and designated planning areas (referred to as Tualatin Planning Area). ECONorthwest used the most recent tax lot shapefile from Metro's Regional Land Information System (RLIS) for the analysis.

Inventory Steps

The BLI consisted of several steps:

- 1. Generating UGB "land base"
- 2. Classifying land by development status

⁵⁸ We note that Newberg is not required to comply with ORS 197.296.

- 3. Identify constraints
- 4. Verify inventory results
- 5. Tabulate and map results

Step 1: Generate "land base."

Per Goal 10 this involves selecting all of the tax lots with residential and other non-employment plan designations where residential uses are planned for and allowed by the implementing zones. The City provided ECO with their comprehensive plan GIS files and indicated what designations should be included within the inventory.

Exhibit 93 (on the following page) shows comprehensive plan designations for the City of Tualatin. This BLI includes lands in the Low Density Residential, Medium Low Density Residential, Medium High Density Residential, High Density Residential, and High Density High Rise Residential plan designations. The BLI also includes areas that allow residential use in the Basalt Creek Planning Area, Mixed-Use Commercial Overlay Zone, and Central Tualatin Overlay.

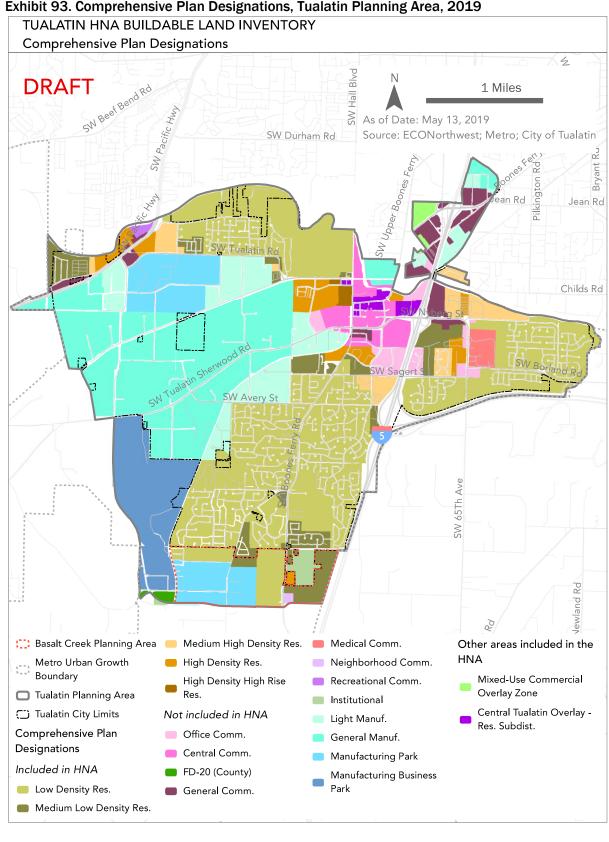


Exhibit 93. Comprehensive Plan Designations, Tualatin Planning Area, 2019

Step 2: Classify lands.

In this step, ECONorthwest classified each tax lot with a plan designation that allow residential uses into one of four mutually exclusive categories based on development status:

- Vacant
- Partially Vacant
- Public or Exempt
- Developed

ECONorthwest used the classification determined through Metro's model: Vacant, Ignore, and Developed. In addition, ECO included a new classification for partially vacant lots. The definitions for each classification are listed below.

Development Status	Definition	Statutory Authority
Vacant	Tax lots designated as vacant by Metro based on the following criteria: 1) Fully vacant based on Metro aerial photo 2) Tax lots with less than 2,000 square feet developed AND developed area is less than 10% of lot 3) Lots 95% or more vacant from GIS vacant land inventory	OAR 660-008-0006(2) "Buildable Land" means residentially designated land within the urban growth boundary, including both vacant and developed land likely to be redeveloped, that is suitable, available and necessary for residential uses.
Partially Vacant	Single-family tax lots that are 2.5 times larger than the minimum lot size and a building value less than \$300,000 or lots that are 5 times larger than the minimum lots size (no threshold for building value). These lots are considered to still have residential capacity. For this analysis, we are classifying these lots as Partially Vacant. We assume that 0.25 acres of the lot is developed, and the remaining land is available for development, less constraints.	OAR 660-008-0006(2)
Ignore (Public or Exempt uses)	Lands in public or semi-public ownership are considered unavailable for residential development. This includes lands in Federal, State, County, or City ownership as well as lands owned by churches and other semi-public organizations and properties with conservation easements. These lands are identified using the Metro's definitions and categories.	OAR 660-008-0005(2) - Publicly owned land is generally not considered available for residential uses.
Developed	Lands not classified as vacant, partially vacant, or public/exempt are considered developed. Developed land includes lots with redevelopment capacity, which are also included in BLI. The unit capacity of developed but redevelopable lots is based on Metro's estimates.	OAR 660-008-0006(2) "Buildable Land" means residentially designated land within the urban growth boundary, including both vacant and developed land likely to be redeveloped, that is suitable, available and necessary for residential uses.

Step 3: Identify constraints

Consistent with OAR 660-008-0005(2) guidance on residential buildable lands inventories, ECO deducted certain lands with development constraints from vacant lands. We used some of the constraints established in Metro's methodology, with modifications to fit local considerations in Tualatin. These constraints are summarized in the table below.

Constraint	Statutory Authority	Threshold
Goal 5 Natural Resource Constraints		
Natural Resources Protection Overlay District	OAR 660-008-0005(2)	Areas in the NRPOD
Riparian Corridors	OAR 660-015-0000(5)	Areas protected by the Stream and Floodplain Plan
Wetlands		
Natural Hazard Constraints		
100 Year Floodplain	OAR 660-008-0005(2	Lands within FEMA FIRM 100-year floodplain
Steep Slopes	OAR 660-008-0005(2	Slopes greater than 25%

The lack of access to water, sewer, power, road or other key infrastructure cannot be considered a prohibitive constraint unless it is an extreme condition. This is because tax lots that are currently unserviced could potentially become serviced over the 20-year planning period.

Exhibit 94 maps the development constraints used for the residential BLI.

TUALATIN HNA BUILDABLE LAND INVENTORY Residential Land Constraints SW Bonita Rd SW Bull Mountain Rd **DRAFT** 1 Miles SW Hall Blvd SW Beef Bend Rd As of Date: May 13, 2019 Source: ECONorthwest; Metro; City of Tualatin SW Durham Rd Jean Rd SW Tualatin Rd Childs Rd SW Nyberg St SW Borland Rd SW SagertiSt SW Avery St SW Tualatin She SW Newland Rd Basalt Creek Planning Area Metro Urban Growth Boundary SW Day Rd ☐ Tualatin City Limits Tualatin Planning Area Slope greater than 25% SW Ridder Rd Natural Resources Protection Overlay District Wetlands Title 3 SW Tooze Rd Floodplains SW

Exhibit 94. Development Constraints, Tualatin Planning Area, 2019

Step 4: Verification

ECO used a multi-step verification process. The first verification step will included a "rapid visual assessment" of land classifications using GIS and recent aerial photos. The rapid visual assessment involves reviewing classifications overlaid on recent aerial photographs to verify uses on the ground. ECO reviewed all tax lots included in the inventory using the rapid visual assessment methodology. The second round of verification involved City staff verifying the rapid visual assessment output. ECO amended the BLI based on City staff review and comments, particularly related to vacant land developed since 2016.

Step 5: Tabulation and mapping

The results are presented in tabular and map format. The Tualatin Residential BLI includes all residential land designated in the comprehensive plan within the Tualatin Planning Area. From a practical perspective, this means that ECONorthwest inventoried all lands within tax lots identified by Metro that fall within the Tualatin Planning Area. The inventory then builds from the tax lot-level database to estimates of buildable land by plan designation.

City of Tualatin

Economic Opportunities Analysis

August 2019

Prepared for:

City of Tualatin

DRAFT REPORT



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Executive Summary

This report presents an economic opportunities analysis consistent with the requirements of statewide planning Goal 9 and the Goal 9 administrative rule (OAR 660-009). Goal 9 describes the EOA as "an analysis of the community's economic patterns, potentialities, strengths, and deficiencies as they relate to state and national trends" and states that "a principal determinant in planning for major industrial and commercial developments should be the competitive advantage of the region within which the developments would be located."

Note to reviewers: The final version of the EOA will include an executive summary





1. Introduction

This report presents an Economic Opportunities Analysis (EOA) for the City of Tualatin. The purpose of an EOA is to develop information as a basis for policies that capitalize on Tualatin opportunities and help address the City's challenges. The EOA includes technical analysis to address a range of questions that Tualatin faces in managing its commercial and industrial land. For example, the EOA includes an employment forecast that describes how much growth Tualatin should plan for over the 2020 to 2040 period and identifies the amount and type of employment land necessary to accommodate growth in Tualatin over that period. The EOA also includes an inventory of commercial and industrial land within Tualatin's Planning Area to provide information about the amount of land available to accommodate employment growth.

This EOA complies with the requirements of statewide planning Goal 9, the Goal 9 administrative rules (OAR 660 Division 9), and the court decisions that have interpreted them. Goal 9 requires cities to state objectives for economic development (OAR 660-009-0020(1)(a)) and to identify the characteristics of sites needed to accommodate industrial and other employment uses (OAR 660-009-0025(1)) over the 20-year planning period. This approach could be characterized as a *site-based* approach that projects land need based on the forecast for employment growth, the City's economic development objectives, and the specific needs of target industries.

Background

Tualatin last evaluated economic trends in a 2014 update to the City's Economic Development Strategic Plan. Around that same time, Greater Portland Inc. completed a five-year economic development strategy, Greater Portland 2020, for the Portland region in 2015 which defined emerging industry clusters and policies for economic development in the region. In 2018, Tualatin also completed a concept plan for the Basalt Creek Planning Area which allocated substantial land as a Manufacturing Park, expected to accommodate 1,897 new jobs.

The purpose of this project was to develop a factual base to provide the City with information about current economic conditions. This factual basis, presented in this report, provides information necessary for updating the City's economic development Comprehensive Plan policies. This report identifies opportunities to meet the City's economic development objectives and develop Comprehensive Plan policies and implementation strategies that capitalize on the City's comparative advantages and address areas of economic weakness.

The EOA provides information that the City can use to identify and capitalize on its economic opportunities. It also provides information essential to addressing the City's challenges in managing economic development, such as a lack of commercial sites to support growth of businesses that require office space, underutilized industrial and commercial land, and a lack of policy direction to address these issues.

The EOA draws on information from numerous data sources, such as the Oregon Employment Department, U.S. Bureau of Economic Analysis, U.S. Bureau of Labor Statistics, and the U.S. Census.

Framework for an Economic Opportunities Analysis

The content of this report is designed to meet the requirements of Oregon Statewide Planning Goal 9 and the administrative rule that implements Goal 9 (OAR 660-009). The analysis in this report is designed to conform to the requirements for an Economic Opportunities Analysis in OAR 660-009 as follows.

- 1. Economic Opportunities Analysis (OAR 660-009-0015). The Economic Opportunities Analysis (EOA) requires communities to identify the major categories of industrial or other employment uses that could reasonably be expected to locate or expand in the planning area based on information about national, state, regional, county or local trends; identify the number of sites by type reasonably expected to be needed to accommodate projected employment growth based on the site characteristics typical of expected uses; include an inventory of vacant and developed lands within the planning area designated for industrial or other employment use; and estimate the types and amounts of industrial and other employment uses likely to occur in the planning area. Local governments are also encouraged to assess community economic development potential through a visioning or some other public input-based process in conjunction with state agencies.
- 2. Industrial and commercial development policies (OAR 660-009-0020). Cities are required to develop commercial and industrial development policies based on the EOA. Local comprehensive plans must state the overall objectives for economic development in the planning area and identify categories or particular types of industrial and other employment uses desired by the community. Local comprehensive plans must also include policies that commit the city or county to designate an adequate number of employment sites of suitable sizes, types and locations. The plan must also include policies to provide necessary public facilities and transportation facilities for the planning area. Tualatin's draft economic development policies will be in the Tualatin Economic Development Strategy memorandum, which will accompany this report.
- 3. Designation of lands for industrial and commercial uses (OAR 660-009-0025). Cities and counties must adopt measures to implement policies adopted pursuant to OAR 660-009-0020. Appropriate implementation measures include amendments to plan and zone map designations, land use regulations, public facility plans, and transportation system plans. More specifically, plans must identify the approximate number, acreage and characteristics of sites needed to accommodate industrial and other employment uses to implement plan policies and must designate serviceable land suitable to meet identified site needs.

Organization of this Report

This report is organized as follows:

- Chapter 2. Factors Affecting Future Economic Growth summarizes historic economic trends that affect current and future economic conditions in Tualatin as well as Tualatin's competitive advantages for economic development.
- Chapter 3. Employment Growth and Site Needs presents a forecast for employment growth in Tualatin and describes the City's target industries and site needs for potential growth in industries.
- Chapter 4. Buildable Lands Inventory presents a summary of the inventory of employment lands.
- Chapter 5. Land Sufficiency and Conclusions compares the supply of and demand for buildable lands and presents key concluding recommendations for Tualatin.

This report also includes two appendices:

- Appendix A. National, State, and Regional and Local Trends
- Appendix B. Buildable Lands Inventory Methodology



2. Factors Affecting Future Economic Growth

Tualatin exists as part of the economy of the Portland Region. While Portland is the economic center of the region, providing urban amenities (such as stores, medical services, or personal financial services) to residents, Tualatin also provides similar amenities to its residents and visitors.

This chapter describes the factors affecting economic growth in Tualatin within the context of national and regional economic trends. The analysis presents the City's competitive advantages for growing and attracting businesses, which forms the basis for identifying potential growth industries in Tualatin.

Factors that Affect Economic Development¹

The fundamental purpose of Goal 9 is to make sure that a local government plans for economic development. The planning literature provides many definitions of economic development, both broad and narrow. Broadly,

"Economic development is the process of improving a community's well-being through job creation, business growth, and income growth (factors that are typical and reasonable focus of economic development policy), as well as through improvements to the wider social and natural environment that strengthen the economy."²

That definition acknowledges that a community's wellbeing depends in part on narrower measures of economic wellbeing (e.g., jobs and income) and on other aspects of quality of life (e.g., the social and natural environment). In practice, cities and regions trying to prepare an economic development strategy typically use a narrower definition of economic development; they take it to mean business development, job growth, and job opportunity. The assumptions are that:

- Business and job growth are contributors to and consistent with economic development, increased income, and increased economic welfare. From the municipal point of view, investment and resulting increases in property tax are important outcomes of economic development.
- The evaluation of tradeoffs and balancing of policies to decide whether such growth is likely to lead to overall gains in wellbeing (on average and across all citizens and

¹ The information in this section is based on previous Goal 9 studies conducted by ECONorthwest and the following publication: *An Economic Development Toolbox: Strategies and Methods*, Terry Moore, Stuart Meck, and James Ebenhoh, American Planning Association, Planning Advisory Service Report Number 541, October 2006.

² An Economic Development Toolbox: Strategies and Methods, Terry Moore, Stuart Meck, and James Ebenhoh, American Planning Association, Planning Advisory Service Report Number 541, October 2006.

businesses in a jurisdiction, and all aspects of wellbeing) is something that decision makers do after an economic strategy has been presented to them for consideration.

That logic is consistent with the tenet of the Oregon land-use planning program: all goals matter, no goal dominates, and the challenge is to find a balance of conservation and development that is acceptable to a local government and state. Goal 9 does not dominate, but it legitimizes and requires that a local government focus on the narrower view of economic development that focuses on economic variables.

In that context, a major part of local economic development policy is about local support for business development and job growth; that growth comes from the creation of new firms, the expansion of existing firms, and the relocation or retention of existing firms. Specifically, new, small businesses are accounting for a larger share of the job growth in the United States.³ This shift toward a focus on entrepreneurship, innovation, and small businesses presents additional options for local support for economic development beyond firm attraction and retention. Thus, a key question for economic development policy is, What are the factors that influence business and job growth, and what is the relative importance of each? This document addresses that question in depth.

What Factors Matter?

Why do firms locate where they do? There is no single answer—different firms choose their locations for different reasons. Key determinants of a location decision are a firm's *factors of production*. For example, a firm that spends a large portion of total costs on unskilled labor will be drawn to locations where labor is relatively inexpensive. A firm with large energy demands will give more weight to locations where energy is relatively inexpensive. In general, firms choose locations they believe will allow them to maximize net revenues: if demand for goods and services are held roughly constant, then revenue maximization is approximated by cost minimization.

The typical categories that economists use to describe a firm's production function are:

- Labor. Labor is often the most important factor of production. Other things equal, firms look at productivity—labor output per dollar. Productivity can decrease if certain types of labor are in short supply, which increases the costs by requiring either more pay to acquire the labor that is available, the recruiting of labor from other areas, or the use of the less productive labor that is available locally.
- Land. Demand for land depends on the type of firm. Manufacturing firms need more space and tend to prefer suburban locations where land is relatively less expensive and

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³ According to the 2018 Small Business Profile from the US Small Business Office of Advocacy, small businesses account for over 99 percent of total businesses in the United States, and their employees account for nearly 50% of American workers. https://www.sba.gov/sites/default/files/advocacy/2018-Small-Business-Profiles-US.pdf

- less difficult to develop. Warehousing and distribution firms need to locate close to interstate highways.
- Local infrastructure. An important role of government is to increase economic capacity by improving quality and efficiency of infrastructure and facilities, such as roads, bridges, water and sewer systems, airport and cargo facilities, energy systems, and telecommunications.
- Access to markets. Though part of infrastructure, transportation merits special attention.
 Firms need to move their product, either goods or services, to the market, and they rely on access to different modes of transportation to do this.
- Materials. Firms producing goods, and even firms producing services, need various
 materials to develop products that they can sell. Some firms need natural resources (i.e.,
 raw lumber) and others may need intermediate materials (i.e., dimensioned lumber).
- Entrepreneurship. This input to production may be thought of as good management, or even more broadly as a spirit of innovation, optimism, and ambition that distinguishes one firm from another even though most of their other factor inputs may be quite similar. Entrepreneurial activity, even when unsuccessful, can offer information about the local market that other entrepreneurs can use in starting a new firm. Entrepreneurs are typically willing to take on more risk in uncertain markets, and a strengthened entrepreneurial environment can help to reduce that risk and uncertainty. ⁴ Entrepreneurs also tend to have more mobility than larger firms, and are more likely to locate in areas with a strong entrepreneurial environment. ⁵ To some degree, local governments can promote the high-quality of life in an area to attract entrepreneurs, in addition to adopting regulations with minimal barriers—or at least, clear guidelines—for new, small businesses.

The supply, cost, and quality of any of these factors obviously depend on market factors: on conditions of supply and demand locally, nationally, and even globally. But they also depend on public policy. In general, public policy can affect these factors of production through:

- Regulation. Regulations protect the health and safety of a community and help maintain the quality of life. Overly burdensome regulations, however, can be disincentives for businesses to locate in a community. Simplified bureaucracies and straightforward regulations can reduce the burden on businesses and help them react quickly in a competitive marketplace.
- **Taxes**. Firms tend to seek locations where they can optimize their after-tax profits. Tax rates are not a primary location factor—they matter only after businesses have made decisions based on labor, transportation, raw materials, and capital costs. The costs of these production factors are usually similar within a region. Therefore, differences in tax

⁴ Tessa Conroy and Stephan Weiler "Local and Social: Entrepreneurs, Information Network Effects, and Economic Growth" (2017). https://redi.colostate.edu/wp-content/uploads/sites/50/2017/05/gender_gia_Jun2017-2.pdf

⁵ Emil E. Malizia and Edward J. Feser. *Understanding Local Economic Development*. (1999).

- levels across communities within a region are more important in the location decision than are differences in tax levels between regions.
- **Financial incentives**. Governments can offer firms incentives to encourage growth. Most types of financial incentives have had little significant effect on firm location between regions. For manufacturing industries with significant equipment costs, however, property or investment tax credit or abatement incentives can play a significant role in location decisions. Incentives are more effective at redirecting growth within a region than they are at providing a competitive advantage between regions.

This discussion may make it appear that a location decision is based entirely on a straight-forward accounting of costs, with the best location being the one with the lowest level of overall costs. Studies of economic development, however, have shown that location decisions depend on a variety of other factors that indirectly affect costs of production. These indirect factors include agglomerative economies (also known as industry clusters), quality of life, and innovative capacity.

- **Industry clusters**. Firms with similar business activities can realize operational savings when they congregate in a single location or region. Clustering can reduce costs by creating economies of scale for suppliers. For this reason, firms tend to locate in areas where there is already a presence of other firms engaged in similar or related activities.
- Quality of life. A community that features many quality amenities, such as access to recreational opportunities, culture, low crime, good schools, affordable housing, and a clean environment can attract people simply because it is a nice place to be. A region's quality of life can attract skilled workers, and if the amenities lure enough potential workers to the region, the excess labor supply pushes their wages down so that firms in the region can find skilled labor for a relatively low cost. The characteristics of local communities can affect the distribution of economic development within a region, with different communities appealing to different types of workers and business owners. Sometimes location decisions by business owners are based on an emotional or historical attachment to a place or set of amenities, without much regard for the cost of other factors of production.
- Innovative capacity. Increasing evidence suggests that a culture promoting innovation, creativity, flexibility, and adaptability is essential to keeping U.S. cities economically vital and internationally competitive. Innovation is particularly important in industries that require an educated workforce. High-tech companies need to have access to new ideas typically associated with a university or research institute. In addition to innovations in research and development within firms or research institutions, firms may also draw on the innovative capacity of entrepreneurs in an area. These entrepreneurs may be former employees of the larger firm or businesses that relocated to an area because of the proximity to an industry cluster. Strong networks and communication between firms, research institutions, and entrepreneurs are key

components to leveraging innovative capacity in an area.⁶ Local governments are well-equipped to help foster these networks through supporting economic development tools such as small business assistance centers or incubation centers. Government can also be a key part of a community's innovative culture, through the provision of services and regulation of development and business activities that are responsive to the changing needs of business.

How Important Are These Factors?

To understand how changes in public policies affect local job growth, economists have attempted to identify the importance for firms of different locational factors. They have used statistical models, surveys, and case studies to examine detailed data on the key factors that enter the business location decision.

Economic theory says that firms locate where they can reduce the costs of their factors of production (assuming demand for products and any other factors are held constant). Firms locate in regions where they have access to inputs that meet their quality standards, at a relatively low cost. Because firms are different, the relative importance of different factors of production varies both across industries and, even more importantly, across firms.

No empirical analysis can completely quantify firm location factors because numerous methodological problems make any analysis difficult. For example, some would argue simplistically that firms would prefer locating in a region with a low tax rate to reduce tax expenses. However, the real issue is the value provided by the community for the taxes collected. Because taxes fund public infrastructure that firms need, such as roads, water, and sewer systems, regions with low tax rates may end up with poor infrastructure, making it less attractive to firms. When competing jurisdictions have roughly comparable public services (type, cost, and quality) and quality of life, then tax rates (and tax breaks) can make a difference.

Further complicating any analysis is the fact that many researchers have used public expenditures as a proxy for infrastructure quality. But large expenditures on roads do not necessarily equal a quality road system. It is possible that the money has been spent ineffectively and the road system is in poor condition.

An important aspect of this discussion is that the business function at a location matters more than a firm's industry. A single company may have offices spread across cities, with headquarters located in a cosmopolitan metropolitan area, the research and development divisions located near a concentration of universities, the back office in a suburban location, and manufacturing and distribution located in areas with cheap land and good interstate access.

The location decisions of businesses are primarily based on the availability and cost of labor, transportation, raw materials, and capital. The availability and cost of these production factors are usually similar within a region. Most economic development strategies available to local

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⁶ Nancey Green Leigh and Edward Blakely. *Planning Local Economic Development: Theory and Practice*. 2013.

governments, however, only indirectly affect the cost of these primary location factors. Local governments can most easily affect tax rates, public services, and regulatory policies. Economists generally agree that these factors do affect economic development, but the effects on economic development are modest. Thus, most of the strategies available to local governments have only a modest effect on the level and type of economic development in the community.

Local governments can provide support for new and existing small businesses through policies and programs that support entrepreneurship and innovation. The National League of Cities suggests strategies for local governments including strong leadership from elected officials; better communication with entrepreneurs, especially about the regulatory environment for businesses in the community; and partnerships with colleges, universities, small business development centers, mentorship programs, community groups, businesses groups, and financial institutions.⁷

Local governments in Oregon also play a central role in the provision of buildable land through inclusion of lands in the Urban Growth Boundary, as well as through determination of plan designations and zoning, and through provision of public services. Obviously, businesses need buildable land to locate or expand in a community. Providing buildable land alone is not sufficient to guarantee economic development in a community — market conditions must create demand for this land, and local factors of production must be favorable for business activity. In the context of expected economic growth and the perception of a constrained land supply in Tualatin, the provision of buildable land has the potential to strongly influence the level and type of economic development in the City. The provision of buildable land is one of the most direct ways that Tualatin can affect the level and type of economic development in the community.

⁷ National League of Cities "Supporting Entrepreneurs and Small Businesses" (2012). https://www.nlc.org/supporting-entrepreneurs-and-small-business

Summary of the Effect of National, State, and Regional Trends on Economic Development in Tualatin

This section presents a summary and the implications of national, state, and regional economic trends on economic growth in Tualatin, which are presented in Appendix A. Employment growth in Tualatin is closely related to trends that affect economic growth in Washington County and the broader Portland region.

- **Recovery from the national recession.** Incomes grew faster in Washington County than Oregon since 2001 and the unemployment rate in Washington County was lower than the statewide average.
 - o The unemployment rate in Washington County declined since the recession, consistent with trends in the U.S. and Oregon. In 2018, the unemployment rate was 3.5% in Washington County, 4.2% in Oregon, and 3.9% in the U.S. Comparatively, in 2009, unemployment was 9.5% in Washington County, 11.3% in Oregon, and 9.3% in the U.S. As of 2018, the unemployment rates for Washington County is similar to its 2000 rate.
 - Employment increased in Washington County since 2001, with a gain of about 66,799 employees between 2001 and 2018. The largest increases were in professional / business services and health care / social assistance, while the largest decreases were in wholesale trade and information. Tualatin accounts for about 11% of employment in Washington County.
- Growth in manufacturing and health care / social assistance sectors. Employment in manufacturing and the health care / social assistance sectors accounted for about 37% of employment in Tualatin in 2017. In 2007, employment in these industries accounted for about 36% of the employment in Tualatin, an increase of about 3,299 employees between 2007 and 2017. Employment in both of these sectors support above average wages.
 - In Washington County, employment in manufacturing and the health care / social assistance sectors accounted for 23% of employment in 2017, down from 24% in 2007. While the overall share of employment decreased, total employment increased by about 9,809 employees between 2007 and 2017.
- Availability of trained and skilled labor. Availability of labor depends, in part, on population growth and in-migration. Tualatin's population increased by 4,344 people between 2000 and the 2013-2017 period, at an average growth rate of 1.0%. In comparison, Oregon's population also grew at an average rate of 1.0%, between 2000 and 2017, with 66% of population coming from in-migration.
 - The current labor force participation rate is another important consideration in the availability of labor. The labor force in any market consists of the adult population (16 and over) who are working or actively seeking work. The labor force includes both the employed and unemployed. Children, retirees, students, and people who are not actively seeking work are not considered part of the labor force. According to the 2013-

2017 American Community Survey, Tualatin had about 15,643 people in its labor force and Washington County had over 310,400. The labor force participation rate in Tualatin (73%) was higher than Washington County (69%) and the Portland Region (68%) in the 2013-2017 period. A higher concentration of older residents in an area or a mismatch of the types of jobs available in an area and the types of skills of the labor force can contribute to low labor force participation rates.

Businesses in Tualatin draw employees from across Washington County as well as Multnomah and Clackamas Counties. Relative to Washington County and the Portland Region, Tualatin residents have a slightly higher level of educational attainment.

- Aging of the population. Tualatin has a smaller percentage of residents 60 years and older relative Washington County and the Portland Region. Tualatin's median age, which was 31.9 in 2000, increased to 38.2 by the 2013-2017 period. In comparison, Washington County's median age was 36.4 in the 2013-2017 period.
 - Washington County's population is expected to continue to age, with people 60 years and older forecast to grow from 20% of the population in 2020 to 24% of the population in 2040, consistent with Statewide trends. Tualatin may continue to attract mid-life and older workers over the planning period. People in this age group may provide sources of skilled labor, as people continue to work until later in life. These skilled workers may provide opportunities to support business growth in Tualatin.
- Increases in racial and ethnic diversity. Overall, the nation and Oregon are becoming more racially and ethnically diverse. Between 2000 and 2013-2017, the Latinx population in Oregon increased from 8% to 13%, and the Latinx population in Tualatin increased from 12% to 16% in that same time. Growth in the Latinx community will continue to drive economic development in Oregon. The share of Oregon's non-Caucasian population increased from 13% to 15% and stayed static in Tualatin at 13%. Tualatin is less racially diverse but more ethnically diverse than Oregon.
- Importance of small businesses in Oregon's economy. Small business, those with 100 or fewer employees, account for 66% of private-sector employment in Oregon. The average size for a private business in Tualatin is 18 employees per business, compared to the State average of 11 employees per private business. Businesses with five or fewer employees in Tualatin account for 64% of private employment and businesses with fewer than 20 employees account for 89% of private employment. Only 3% of private businesses in Tualatin have more than 100 employees, accounting for 39% of the jobs in Tualatin.
- Increases in energy prices. In 2018, lower energy prices have decreased the costs of commuting. Over the long-term, if energy prices increase, these higher prices will likely affect the mode of commuting before affecting workers' willingness to commute. For example, commuters may choose to purchase a more energy-efficient car or carpool. Very large increases in energy prices may affect workers' willingness to commute, especially workers living the furthest from Tualatin or workers with lower paying jobs. In addition, very large increases in energy prices may make shipping freight long

- distances less economically feasible, resulting in a slow-down or reversal of off-shore manufacturing, especially of large, bulky goods.
- Increases in remote workers. Working from home has increased in Oregon in both urban and rural areas. Firms that allow workers to work remotely cover a variety of industries, allowing their employees to continue working for that firm but enjoy the quality of life and amenities of the location that the workers prefer to live. While data on remote workers is difficult to obtain, about 6% of workers in Tualatin reported that they work from home in the 2013-2017 period (according to Census data), up from 4.6% in 2000. In comparison, 6.0% of workers in Washington County worked from home in 2013-2017.

Employment Trends in Tualatin, Clackamas County, and Washington County

The economy of the nation changed substantially between 1980 and 2018. These changes affected the composition of Oregon's economy, including Tualatin's economy. At the national level, the most striking change was the shift from manufacturing employment to service-sector employment. The most important shift in Oregon during this period has been the shift from a timber-based economy to a more diverse economy, with the greatest employment in services.

This section focuses on changes in the economy in Clackamas and Washington County since 2001 and in Tualatin since 2007.

Exhibit 1 shows covered employment⁸ in Washington County for 2001 and 2018. Employment increased by 66,799 jobs, at an average annual growth rate (AAGR) of 1.5% over this period. The sectors with the largest increases in numbers of employees were professional and businesses services, healthcare and social assistance, and accommodation and food services. The average annual wage for employment in Washington County in 2018 was about \$70,308.



⁸ **Covered** employment includes employees covered by unemployment insurance. Examples of workers not included in covered employment are sole proprietors, some types of contractors (often referred to as "1099 employees"), or some railroad workers. Covered employment data is from the Oregon Employment Department.

Exhibit 1. Covered Employment by Industry, Washington County, 2001 and 2018 Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2001 and 2018. Note: AAGR is Average Annual Growth Rate.

Contar	2001	2001 2018		Change 2001 to 2018			
Sector	2001	2016	Difference	Percent	AAGR		
Natural Resources and Mining	3,607	3,090	-517	-14%	-0.9%		
Construction	12,611	16,629	4,018	32%	1.6%		
Manufacturing	50,872	51,028	156	0%	0.0%		
Wholesale trade	14,476	13,131	-1,345	-9%	-0.6%		
Retail trade	26,850	32,092	5,242	20%	1.1%		
Trade, Transportation, and Utilities	4,501	5,253	752	17%	0.9%		
Information	8,688	7,543	-1,145	-13%	-0.8%		
Financial Activities	13,181	14,874	1,693	13%	0.7%		
Professional and Business Services	34,275	54,220	19,945	58%	2.7%		
Educational Services	3,598	5,723	2,125	59%	2.8%		
Health care and social assistance	15,616	31,405	15,789	101%	4.2%		
Arts, entertainment, and recreation	2,372	4,749	2,377	100%	4.2%		
Accommodation and food services	14,253	22,691	8,438	59%	2.8%		
Other Services	7,151	10,468	3,317	46%	2.3%		
Unclassified	78	108	30	38%	1.9%		
Government	16,517	22,441	5,924	36%	1.8%		
Total	228,646	295,445	66,799	29%	1.5%		



Exhibit 2 shows covered employment and average wage for the 10 largest industries in Washington County. Jobs in professional and business services, as well as manufacturing, each account for about 18% of the county's covered employment, and these sectors pay more per year than the county average (\$91,027 and \$113,297, respectively). Jobs in wholesale trade and information also pay more per year than the county average, but account for a smaller share of covered employment in the County.

Exhibit 2. Covered Employment and Average Pay by Sector, 10 Largest Sectors Washington County, 2018

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2018. Note: largest sectors are defined by number of employees.

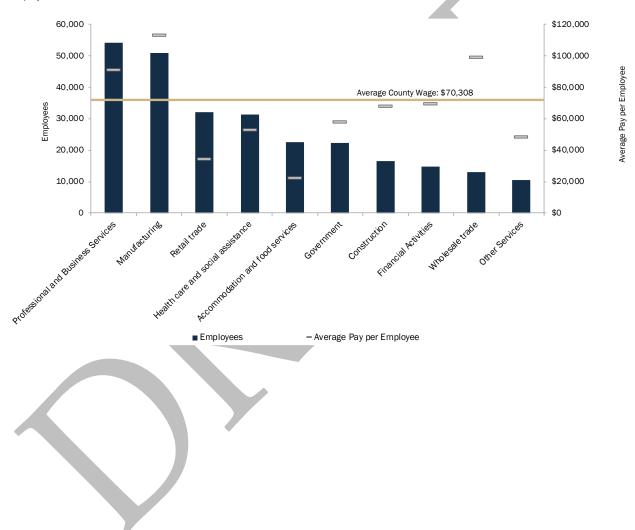


Exhibit 3 shows covered employment in Clackamas County for 2001 and 2018. Employment increased by 31,975 jobs, at an average annual growth rate (AAGR) of 1.3% over this period. The sectors with the largest increases in numbers of employees were health care and social assistance, professional and business services, accommodation and food services, and construction. The average annual wage for employment in Clackamas County in 2018 was about \$53,326.

Exhibit 3. Covered Employment by Industry, Clackamas County, 2001 and 2018

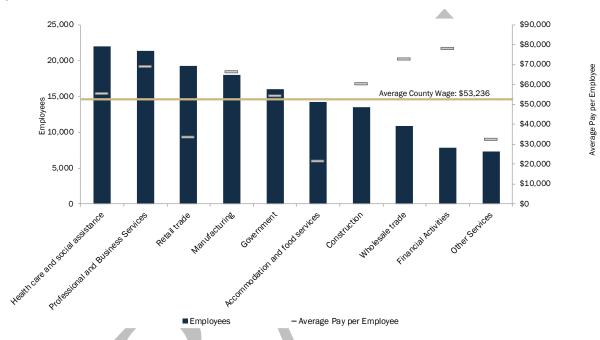
Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2001 and 2018. Note: AAGR is Average Annual Growth Rate.

Sector	2001	2018	Change 2001 to 2018			
Sector	2001	2018	Difference	Percent	AAGR	
Natural Resources and Mining	4,164	4,825	661	16%	0.9%	
Construction	9,327	13,515	4,188	45%	2.2%	
Manufacturing	18,172	18,026	-146	-1%	0.0%	
Wholesale trade	10,391	10,875	484	5%	0.3%	
Retail trade	17,628	19,224	1,596	9%	0.5%	
Trade, Transportation, and Utilities	4,439	3,983	-456	-10%	-0.6%	
Information	1,728	2,057	329	19%	1.0%	
Financial Activities	8,294	7,874	-420	-5%	-0.3%	
Professional and Business Services	13,301	21,339	8,038	60%	2.8%	
Educational Services	1,112	2,111	999	90%	3.8%	
Health care and social assistance	12,038	21,976	9,938	83%	3.6%	
Arts, entertainment, and recreation	1,680	2,596	916	55%	2.6%	
Accommodation and food services	9,832	14,242	4,410	45%	2.2%	
Other Services	5,422	7,281	1,859	34%	1.7%	
Unclassified	77	128	51	66%	3.0%	
Government	16,497	16,025	-472	-3%	-0.2%	
Total	134,102	166,077	31,975	24%	1.3%	

Exhibit 4 shows covered employment and average wage for the 10 largest industries in Clackamas County. Jobs in health care and social assistance as well as professional and business services, each account for about 13% of the county's covered employment, and these sectors pay more per year than the county average (\$55,217 and \$68,652, respectively).

Exhibit 4. Covered Employment and Average Pay by Sector, 10 Largest Sectors Clackamas County, 2018

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2018. Note: largest sectors are defined by number of employees.



Employment in Tualatin accounts for about 11% of employment in Washington County. Exhibit 5 shows a summary of covered employment data for the Tualatin Planning Area in 2017. The sectors with the largest number of employees in Tualatin were manufacturing (27%), health care and social assistance (11%), and wholesale trade (10%). These sectors accounted for 14,897 jobs or 48% of Tualatin's employment.

Exhibit 5. Covered Employment and Average Pay by Sector, Tualatin Planning Area, 2017⁹ Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2017.

Agriculture, Forestry, and Mining Construction Construction of Buildings Heavy and Civil Engineering Construction Specialty Trade Contractors Manufacturing Food, Beverage, and Apparel Manufacturing Wood, Paper, and Other Material Product Manufacturing Metal Manufacturing Machinery Manufacturing Computer and Electronic Product Manufacturing Electrical Equipment, Appliance, and Component Manufacturing Transportation Equipment Manufacturing Furniture and Related Product Manufacturing Miscellaneous Manufacturing Wholesale Trade Building Material and Garden Equipment and Supplies Dealers Food and Beverage Stores Health and Personal Care Stores Gasoline Stations Clothing and Clothing Accessories Stores Other Retailers Transportation and Warehousing and Utilities Information Finance and Insurance Real Estate and Rental and Leasing Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care Social Assistance	7 142 45 9 88 150 22 34 38 19 10 6 5 10 6 262 108 13 8 11	162 2,384 529 289 1,566 8,371 856 1,191 1,520 2,801 506 514 96 787 100 3,235 2,429 255	\$9,551,473 \$161,457,609 \$33,683,731 \$29,245,674 \$98,528,204 \$641,666,664 \$90,298,572 \$66,438,149 \$77,992,172 \$296,449,663 \$30,635,840 \$36,321,867 \$6,628,519 \$30,948,048 \$5,953,834 \$196,579,720 \$68,643,958 \$13,882,178 \$12,722,710	\$58,960 \$67,726 \$63,674 \$101,196 \$62,917 \$76,654 \$105,489 \$55,784 \$51,311 \$105,837 \$60,545 \$70,665 \$69,047 \$39,324 \$59,538 \$60,767 \$28,260
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Building Material and Garden Equipment and Supplies Dealers Food and Beverage Stores Health and Personal Care Stores Gasoline Stations Clothing and Clothing Accessories Stores Other Retailers Transportation and Warehousing and Utilities Information Finance and Insurance Real Estate and Rental and Leasing Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	13 8	255	\$13,882,178	\$54,440
Food and Beverage Stores Health and Personal Care Stores Gasoline Stations Clothing and Clothing Accessories Stores Other Retailers Transportation and Warehousing and Utilities Information Finance and Insurance Real Estate and Rental and Leasing Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	8			
Health and Personal Care Stores Gasoline Stations Clothing and Clothing Accessories Stores Other Retailers Transportation and Warehousing and Utilities Information Finance and Insurance Real Estate and Rental and Leasing Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance		454	\$12,722,710	¢00 004
Gasoline Stations Clothing and Clothing Accessories Stores Other Retailers Transportation and Warehousing and Utilities Information Finance and Insurance Real Estate and Rental and Leasing Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	11			\$28,024
Clothing and Clothing Accessories Stores Other Retailers Transportation and Warehousing and Utilities Information Finance and Insurance Real Estate and Rental and Leasing Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance		199	\$7,360,231	\$36,986
Other Retailers Transportation and Warehousing and Utilities Information Finance and Insurance Real Estate and Rental and Leasing Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	5	68	\$1,476,441	\$21,712
Transportation and Warehousing and Utilities Information Finance and Insurance Real Estate and Rental and Leasing Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	35	448	\$8,657,769	\$19,325
Information Finance and Insurance Real Estate and Rental and Leasing Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	36	1,005	\$24,544,629	\$24,423
Information Finance and Insurance Real Estate and Rental and Leasing Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	37	1,337	\$82,171,091	\$61,459
Real Estate and Rental and Leasing Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	39	195	\$18,180,409	\$93,233
Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	75	380	\$30,078,816	\$79,155
Professional and Technical Services Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	74	294	\$15,317,961	\$52,102
Management of Companies Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	175	1,044	\$69,192,933	\$66,277
Administrative / Support; Waste Mngmt/ Remediation Private Education Services Health Care and Social Assistance Health Care Social Assistance	14	789	\$57,891,957	\$73,374
Private Education Services Health Care and Social Assistance Health Care Social Assistance	101	2,366	\$81,771,708	\$34,561
Health Care Social Assistance	11	296	\$7,385,926	\$24,952
Health Care Social Assistance	178	3,291	\$206,495,765	\$62,746
Social Assistance	143	2,535	\$185,684,497	\$73,248
	35	756	\$20,811,268	\$27,528
Arts, Entertainment, and Recreation	23	846	\$15,349,722	\$18,144
Accommodation and Food Services	103	2,017	\$41,014,523	\$20,334
Accommodation	5	97	\$2,320,012	\$23,918
Food Services and Drinking Places		1,920	\$38,694,511	\$20,153
Other Services	92	879	\$35,547,519	\$40,441
Government	98 212	787	\$43,330,609	\$55.058
Federal	212	74	\$4,661,596	\$62,995
State	212 14	94	\$6,666,134	\$70,916
Local	212 14 3		\$32,002,879	\$70,910
Educational Services	212 14 3 3			\$47,988
Total	212 14 3	619 393	\$18,859,472	ψ+1,500

⁹ The following sectors were combined due to confidentiality of QCEW data: Utilities, Transportation and Warehousing; Manufacturing and Wholesale Trade; Finance and Insurance, Real Estate and Rental and Leasing; Health Care and Social Assistance and Private Education; Arts, Entertainment and Recreation and Accommodation and Food Services.

Exhibit 6 shows the employment and average pay per employee for sectors in Tualatin. Average pay for all employees (\$57,283) is shown as a light brown line across the graph and average pay for individual sectors are shown as short red lines. The exhibit shows that Tualatin's retail, administrative/waste management, and accommodations / food service sectors have below average wages. The highest wages are in manufacturing (Exhibit 7).

Exhibit 6. Covered Employment and Average Pay by Sector, Tualatin, 2017

Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2017.

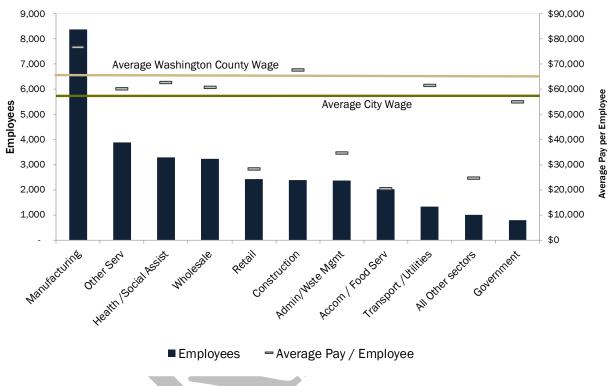




Exhibit 7. Covered Employment and Average Pay by Manufacturing Sub-Sector, Tualatin, 2017

Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2017.

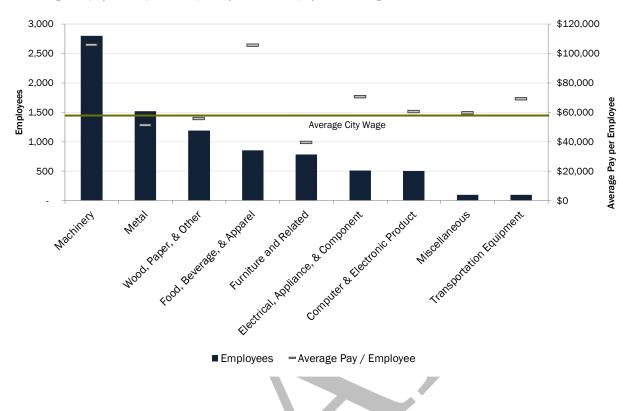


Exhibit 8 shows that employment in Tualatin grew by nearly 7,800 employees between 2007 and 2017 at an average annual growth rate of 2.9%. All sectors grew in employment, with three exceptions: (1) agriculture, forestry, and mining; (2) finance and insurance, and (3) private education services. The sectors with the largest growth were manufacturing, health care and social assistance, and administrative support/waste management and remediation services.

Exhibit 8. Change in Covered Employment, Tualatin, 2007—2017

Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2007 and 2017. Note: AAGR is Average Annual Growth Rate.

Ct	Establish	ments	Emplo	yees	Change in	Employment	2007-2017
Sector -	2007	2017	2007	2017	Number	Percent	AAGR
Agriculture, Forestry, & Mining	5	7	199	162	(37)	-19%	-2%
Construction	145	142	1,707	2,384	677	40%	3%
Manufacturing	139	150	6,332	8,371	2,039	32%	3%
Wholesale Trade	213	262	2,909	3,235	326	11%	1%
Retail Trade	141	108	2,348	2,429	81	3%	0%
Transportation, Warehousing & Utilities	27	37	926	1,337	411	44%	4%
Information	20	39	87	195	108	124%	8%
Finance & Insurance	81	75	435	380	(55)	-13%	-1%
Real Estate, Rental, & Leasing	59	74	258	294	36	14%	1%
Professional &Technical Services	112	175	581	1,044	463	80%	6%
Management of Companies	14	14	574	789	215	37%	3%
Admin. & Support / Waste Mgmt & Remediation Serv.	83	101	1,400	2,366	966	69%	5%
Private Education Services	16	11	299	296	(3)	-1%	0%
Health Care & Social Assistance	141	178	2,031	3,291	1,260	62%	5%
Arts, Entertainment, & Recreation	10	23	490	846	356	73%	6%
Accommodation & Food Services	92	103	1,352	2,017	665	49%	4%
Other Services	163	212	655	879	224	34%	3%
Government	13	14	743	787	44	6%	1%
Total Non-Farm Employment	1,474	1,725	23,326	31,102	7,776	33%	2.9%



Outlook for growth in Washington County

Exhibit 9 shows the Oregon Employment Department's forecast for employment growth by industry for the Portland Region (Clackamas, Multnomah, and Washington Counties) over the 2017 to 2027 period. Employment in the region is forecasted to grow at an average annual growth rate of 1.2%.

The sectors that will lead employment in the region for the 10-year period are: professional and business services (adding 28,100 jobs); private education and health services (adding 27,300 jobs); trade, transportation, and utilities (adding 21,400); and leisure and hospitality (adding 13,800 jobs). In sum, these sectors are expected to add 90,600 new jobs or about 74% of employment growth in the Portland Region. As of 2017, Washington County accounts for about 36% of employment in these three counties (the Portland Region), and Tualatin accounts for about 10% of the County's employment.

Exhibit 9. Regional Employment Projections, Portland Region (Clackamas, Multnomah, and Washington County), 2017 and 2027

Source: Oregon Employment Department. Employment Projections by Industry 2017-2027. Note: AAGR is average annual growth rate.

Industry Costor	2017	2027	Change 2017 - 2027			
Industry Sector	2017	2027	Number	Percent	AAGR	
Total private	856,800	971,800	115,000	13%	1.3%	
Natural resources and mining	9,800	10,600	800	8%	0.8%	
Mining and logging	700	700	0	0%	0.0%	
Construction	50,500	59,100	8,600	17%	1.6%	
Manufacturing	101,100	106,000	4,900	5%	0.5%	
Durable goods	76,300	79,200	2,900	4%	0.4%	
Nondurable goods	24,800	26,700	1,900	8%	0.7%	
Trade, transportation, and utilities	176,900	198,300	21,400	12%	1.1%	
Wholesale trade	48,000	51,800	3,800	8%	0.8%	
Retail trade	95,000	104,900	9,900	10%	1.0%	
Transportation, warehousing, and utilities	33,900	41,600	7,700	23%	2.1%	
Information	21,700	24,300	2,600	12%	1.1%	
Financial activities	60,000	63,400	3,400	6%	0.6%	
Professional and business services	155,500	183,600	28,100	18%	1.7%	
Private educational and health services	140,800	168,100	27,300	19%	1.8%	
Health care and social assistance	118,000	141,500	23,500	20%	1.8%	
Leisure and hospitality	101,100	114,900	13,800	14%	1.3%	
Arts, entertainment, and recreation	14,800	17,200	2,400	16%	1.5%	
Accommodation and food services	86,300	97,800	11,500	13%	1.3%	
Other services and private households	39,400	43,500	4,100	10%	1.0%	
Government	114,100	122,000	7,900	7%	0.7%	
Federal government	14,200	14,900	700	5%	0.5%	
State government	7,600	8,200	600	8%	0.8%	
Local government	92,300	98,900	6,600	7%	0.7%	
Local education	47,200	51,500	4,300	9%	0.9%	
Total payroll employment	970,900	1,093,800	122,900	13%	1.2%	

Infrastructure Capacity

This section outlines details about Tualatin's infrastructure capacity (including water, wastewater, stormwater, and transportation, and transit infrastructure). Findings derive from an interview conducted with the Tualatin Public Works Department.

Water

Tualatin purchases its water from the City of Portland. Tualatin's water system, which extends past Bridgeport Village, is City-owned (and water becomes City-owned once it enters city limits). Its water supply derives from the Bull Run Watershed and Columbia South Shore Well Field. In the summer months, Tualatin uses about 10m gallons of water per day and in the winter months, Tualatin uses about 4.4m gallons of water per day. The maximum water delivery to Tualatin is 14.1m gallons per day. Tualatin's 10-year water contract expires in 2026.

While Tualatin is closer to capacity in the summer, its water system currently accommodates all existing needs. From an economic development perspective, however, some types of businesses that use significant amounts of water (i.e., 1m gallons of water per day) may not locate in Tualatin because of the available water in the city. For example, Business Oregon was pursuing potential sites for a business looking to locate somewhere in the Greater Portland area—where they could access about 2m gallons of water per day. Tualatin turned this opportunity down.

Currently, Tualatin is helping to pay for a water treatment plant (*expected delivery is 2026*) that serves the Portland region. In addition, Tualatin is updating its Water Master Plan (*expected delivery is summer 2019*), developing its Water Emergency Supply Plan (*expected delivery is fall 2019*), and developing its Water Supply Strategy (*expected delivery spring 2020*).

On the horizon, Tualatin does not have big plans to expand its system per its Water Master Plan update. Core strategic priorities, per its Water Supply Strategy, are to find ways to access water from other water supplies and to evaluate removing a policy that prohibits Tualatin from accessing water from the Willamette River. The City's water systems are in good repair. The most significant upgrade to water infrastructure is in Basalt Creek, which may need an additional reservoir depending on how fast the sub-area builds out.

Wastewater

Tualatin's wastewater collection system is serviced by Clean Water Services. Clean Water Services treats the wastewater and manages several of Tualatin's pump stations, which are Cityowned. Its effluent discharge is typically 2.4m gallons per day (dry peak) and 4 million gallons per day (wet peak). While Tualatin has some issues with inflow to manhole lids is does not have significant issues with infiltration.

Tualatin is not concerned about its water treatment capacity as Clean Water Services is continuously improving and expanding its facilities. It is likely that as Basalt Creek grows, however, Tualatin will need to replace its piping and add five new pump stations. Despite growing population and jobs, Tualatin is not concerned with future wastewater capacity.

Tualatin recently finished an update to their Sewer Master Plan (which went to council in August 2019).

Stormwater

Tualatin staff do not think that stormwater management or treatment is a barrier to supporting new business growth. As new development occurs, developers are required to address stormwater issues on a property by property basis.

Transportation Services

This analysis looked at connections and capacity to I-5, regional connectors, and local roadways. Transportation access is both a significant advantage for economic development (because Tualatin is located directly on I-5) and a significant disadvantage because of increasing congestion on I-5 and other major roads.

- Connection and capacity to I-5. ODOT finished an auxiliary lanes project last year which made a notable difference in easing capacity and reducing congestion (particularly from Carmen to Nyberg and the 205 on-ramps). I-5's (regional) pinch points are the Rose Quarter and Boones Bridge. Generally speaking, congestion issues around I-5 are less about Tualatin's interchanges and ramps and more about regional conditions on I-5.
- Regional connector roads. Over the last decade and longer, major roads connecting Tualatin to nearby cities have become increasingly congested. Major regional connectors include Tualatin Sherwood Road, Boones Ferry Road N-S, Hwy 99 W, Borland Road E-W, and 124th Avenue. The following provides more information:
 - Tualatin Sherwood Road. Washington County plans to complete a road widening project in 2023. The project will widen Tualatin Sherwood Road from three lanes to five lanes. It will include bicycle facilities.
 - O 124th Avenue. New improvements on this road are currently being underused. The City's long-term plan is to implement more signage to direct vehicles onto this currently underutilized roadway (offsetting traffic on other roadways). This road was built with three-lanes but was planned for five-lanes, allowing for future expansions of the road. Because few people know about (or use) this road, not much traffic exists. It is likely that as this road becomes more used, traffic pressure on Boones Ferry and Tualatin Sherwood Road will be relieved somewhat.
 - o *Boones Ferry Road N-S*. Despite congestion near Tualatin Sherwood Road, the City has no plans for expansion at this time.
 - Highway 99 W. As this connector is located on toward the north portion of Tualatin, this connector is not as extensive of an issue for traffic within the City of Tualatin. The City is, however, looking to develop a funding plan to improve Sherwood through King City and Tigard.

- o *65th Avenue*. Running north to south, this road is becoming a by-pass to get around 205 and I-5. While it is not considered a regional connector, it is a road likely to be looked at in the next Transportation System Plan update.
- Mary Borland Road. Tualatin recently took possession of Borland Road from Washington County. From Lake Oswego to Stafford, the City plans to make pavement improvements and conduct maintenance to make more pleasant place to drive. While there are no current plans for expansion, the City will likely look at this ear in their next Transportation System Plan update.
- Local roadways. Tualatin's road network is well-built and fairly new. As new development occurs, developers will be required to pay for transportation improvements that will support upgrading local and other roads. Tualatin is working to complete a cyclist pathway across I-5 and is working to increase multimodal pathways to T-S road (developed as part of the T-S Road widening project; expected delivery 2023). A \$20m general obligation bond passed last year to implement transportation capital projects to improve safety and relieve congestion at key intersections and locations.

Transit

Tualatin has three Tri-Met bus routes that serve the community (the 76, 96 and 97 routes) and the WES commuter rail that connects Tualatin to Beaverton. In addition, Ride Connection, which is funded through a Tri-met grant, offers two fixed, on-call lines that serve the business community on a regular schedule. Development of a 12-mile TriMet MAX line (the Southwest Corridor) between southwest Portland and Bridgeport Village in Tualatin is also on the horizon. To date, the City has not participated in discussions about implementing a local transit agency.



Tualatin's Strengths, Weaknesses, Opportunities and, Threats

OAR 660-009-0015(4) requires that cities conduct an assessment of community economic development potential, as part of the EOA. This assessment considers: market factors, infrastructure and public facility availability and access, labor, proximity to suppliers and other necessary business services, regulations, and access to job training. The local factors that form Tualatin's competitive advantage are summarized in the subsections below.

Note to CAC: We will update this section with more input, as we gather it.

Strengths

- Location. Tualatin is located in Washington County, about 13 miles south of Portland and about 36 miles north of Salem, along the I-5 corridor. Tualatin is located about midway between Hillsboro and Gresham. Other nearby and relatively large cities include Tigard, Lake Oswego, and Wilsonville. These locational aspects allow both goods and workers to move in and out of Tualatin relatively efficiently. Tualatin's location is an advantage, especially for freight transportation and households composed of workers that commute to different cities for work.
 - Due to Tualatin's prime location along the I-5 corridor, about 93% of employees who work in Tualatin commute into Tualatin from other areas. This reality is advantageous for Tualatin as they can attract workers (at a range of skill sets) from around the region.
- Availability of transportation. All firms are heavily dependent upon surface transportation for efficient movement of goods, customers, and workers. Access to an adequate highway and arterial roadway network is needed for all industries. Close proximity to a highway or arterial roadway is critical for firms that generate a large volume of truck or auto trips as well as firms that rely on visibility from passing traffic to help generate business.
 - Businesses and residents in Tualatin have access to a variety of modes of transportation: automotive (I-5, 99W, and local roads); commuter train (West Side Express Service (WES)); light rail (Metropolitan Area Express (MAX) connection to WES at Lombard); bus (TriMet lines 76, 96, and 97); and air (Portland Airport and Hillsboro Airport). These options provide options for residents and workers in Tualatin to commute in and out of the city, though traffic congestion is a growing concern. Additionally, Tualatin's easy access to I-5 is an advantage for attracting many types of businesses, such as warehouse and distribution or manufacturers that need close access to I-5 for heavy freight
- Quality of life. Tualatin residents' value the city's many urban services and amenities available to residents, while maintaining a small-town character. Tualatin residents and workers have access to numerous local businesses, high-quality school system, access to retail shopping opportunities, and parks system (which includes 90 park sites, 60 miles of trails, and 1,500 acres of natural area). Tualatin also provides access to medical care services through the Kaiser Permanente Tualatin Medical Office, Legacy Meridian Park

- Medical Center, Providence Bridgeport, and other medical and dental offices. Tualatin is also a relatively safe community; in 2018, criminal citations, traffic citations, total arrests, and traffic crashes (activities) each amounted to less than 0.1 activity per capita.¹⁰
- Support for local businesses. Successful local economic development is often a result of effective collaboration among governments, business owners, and community members. To support new and existing small businesses in Tualatin, the City and Chamber of Commerce have developed a small business toolkit. The toolkit helps business owners with permitting their business in Tualatin.¹¹
- Existing businesses. Tualatin has several key sectors (e.g. manufacturing, health care, social assistance) which present key opportunities for the creation of local clusters. These sectors may build off of regional clusters on the westside of the Metro region. Tualatin also has many small businesses in a range of industries, including those listed above. Tualatin's existing businesses provide a base to build upon and expand.
- Access to workers. Tualatin pulls workers from across the Portland Metropolitan Area. The types of jobs available at businesses in Tualatin range from highly skilled professional and technical service jobs to service-sector jobs, such as retail services. These jobs require a range of educational background or specialized training.
- Access to education and training. Tualatin is also close to higher education facilities, including Clackamas Community College in Wilsonville, Portland Community College (Sylvania), Portland State University, Lewis and Clark, Oregon Institute of Technology, and Reed College. Businesses in Tualatin are able to attract workers from these schools.
- Infrastructure capacity. Tualatin has plans for expansion of water, wastewater, and stormwater systems to meet business needs as the city grows. The City recently updated its plans (and planning is on-going) to address growing demands in the Basalt Creek sub-area.

Weaknesses

- Traffic congestion. Tualatin's location along the I-5 corridor within the southern part of the Portland region results in significant congestion within the city, particularly during peak travel hours. Addressing these congestion issues will require addressing regional congestion issues on I-5, as well as expansion of connector roads with neighboring cities, as described in the section above. Part of the resolution of traffic congestion issues is increases in public transit and expansion of bicycling and pedestrian facilities.
- Limited access to transit. Tualatin residents and commuters have access to TriMet bus lines 76, 96 and 97; the WES commuter rail line; and the Tualatin Shuttle operated by

¹⁰ City of Tualatin. (2018). Tualatin Police Annual Report.

 $https://www.tualatinoregon.gov/sites/default/files/fileattachments/police/page/4885/2018_annual_report.pdf$

¹¹ Tualatin's Small Business Toolkit:

 $www.tual at in oregon. gov/sites/default/files/file attachments/economic_development/page/4725/small_business_toolkit_final_draft_webpdf.pdf$

- Ride Connection. These alternative modes of transportation are important, but do not meet the scale of the community's public transportation needs. More public transit routes, that are more convenient and accessible, is desired by the community to reduce congestion and to allow employees to get to work more efficiently.
- Commuting trends. While employee commuting trends in Tualatin has its advantages (ability to attract a workforce from across the region), it also presents disadvantages. As Tualatin's population grows and as employment in Tualatin grows, it is likely that the number of employees commuting in and out of Tualatin will grow too. Commuting increases road congestion, and with limited access to transit to alleviate this problem, Tualatin's transportation infrastructure will become overloaded.
- Affordable housing for workers. A significant concern among Tualatin leaders and community members is the lack of affordable and available housing for people who work at businesses in Tualatin. The cost of housing does not align with the existing salaries of the workforce which may prevent households from living and working in Tualatin.
- Need for Replacement Workers. The population across the region is aging, prompting a need for replacement workers. As workers in Tualatin retire, the need for skilled, educated workers will increase. This trend is consistent with workforce issues common to Oregon's cities.
- Downtown area that looks dated and has limited draw for residents and visitors. A perception that Tualatin lacks urban design standards, architectural variety, and amenities in close proximity has resulted in many community members feeling that Tualatin looks dated. Specifically, community members note a need for a refined downtown center to draw visitors to Tualatin from I-5. Potential improvements to the physical appearance of the built environment in the city include increases to allowed building heights in specific areas, more mixed-use development, and improved connectivity to increase walkability.
- Availability of high-wage jobs. The average wage in Tualatin is \$57,283, while the average wage in Washington County is \$70,308. The largest sector of employment in Tualatin is in manufacturing industries, which pay higher-than-average wages. Tualatin also has many service-sector jobs, which tend to provide lower-than-average wages. Tualatin's location and cluster of manufacturing industries may help to attract more businesses with high wages, which may allow more workers in Tualatin to afford to also live in the City.
- Retention of businesses. Tualatin's Business Outreach Survey uncovered several issues that may make keeping businesses in Tualatin difficult. Issues include: a poor perception of public safety (issues around the interstate and rail line and the perception of rising crime), the lack of transportation and freight access, inconvenient public transit,

perceived slowness on part of the City to modify the Development Code,¹² and lack of incentives for development. In addition, businesses cited a mismatch between business needs and workforce skillsets.

Opportunities

- Public transportation. Tualatin may work with Tri-Met to expand public transportation to promote connectivity, reduce reliance on cars thereby reducing congestion, and to encourage alternative modes of transportation. While local jurisdictions are not mandated to offer transit services, public transit is essential to the households that need it to access services or to get to work. Connections to the Southwest Corridor transit line will be key to connecting Tualatin within the Portland region. Local transit will be necessary to allow riders to get from the Southwest Corridor station to employment centers in Tualatin.
- **Improvements to regional connectors.** Regional transportation corridors, connecting Tualatin to nearby cities, are congested. Plans for road expansions, as well as road expansions completed in the recent past, may improve existing conditions and support further growth.
- Redevelopment and infill development. Community members noted the lack of a downtown center of Tualatin to draw visitors. Along with improvements to the physical appearance and urban form of commercial areas in Tualatin, the City can continue to attract small businesses to locate in Tualatin, especially those that would attract visitors and residents to a core area. One potential area for this type of development would be the redevelopment of The Commons, to create a more pedestrian-oriented center.
- Small business retention and growth. Issues with business retention have created vacant storefronts. The City could develop and promote initiatives that encourage use of currently vacant storefronts through continued support for small businesses and entrepreneurs.

Threats

- Environmental and climate change risks. Environmental factors, including climate change, can threaten the success of a variety of industries that rely on key infrastructure that may not be adapted to growing environmental pressures (e.g. flooding, seismic hazards, or powerful storms). The risk of these natural hazards is likely to increase as a result of climate change. Forest fires and urban heat islands also cause poor air quality, which can decrease quality of life for residents and impact their health.
- Potential for decline in the state and national economies. Changes in the state and national economies are beyond local control and directly affect Tualatin's economy.

¹² Tualatin updated its Development Code in 2018 through a project known as the Tualatin Development Code Improvement Project (TDCIP) Phase 1.

¹³ Oregon Climate Change Research Institute. Fourth Oregon Climate Assessment Report. January 2019.

National recessions generally have a greater effect on Oregon, with higher job losses and longer recovery periods than the national average.



Summary of Tualatin's Competitive and Comparative Advantages

The prior sections presented the Tualatin's strengths, weaknesses, opportunities, and threats for economic development. Based on this, Tualatin's competitive and comparative advantages are:

Location. Tualatin is located along a major transportation corridor (the I-5 corridor) and is 13 miles from downtown Portland. While Tualatin is not an especially large city, it is in close proximity to all of the urban amenities and services one would expect in a large metropolitan area. Residents of Tualatin have access to cultural activities such as concerts and events (like the West Coast Giant Pumpkin Regatta) at the Tualatin Commons and museums, markets, and concert halls in Portland. Residents also have access to outdoor recreational activities such as many park amenities offered by the City and the Tualatin River National Wildlife Refuge in Sherwood. These locational aspects are attractive to businesses who prioritize quality of life for their employees.

Additionally, most of Tualatin's workers commute to the city from other areas. Businesses that need access to or want to attract customers across the Portland Region may locate in Tualatin. Tualatin's location will impact the area's future economic development.

- Regional Labor Market. The availability of labor is critical for economic development. Availability of labor depends not only on the number of workers available but the quality, skills, and experience of available workers. Businesses in Tualatin have access to workers in Tualatin and from neighboring communities. Businesses need access to reliable skilled workers, both with and without higher education. The multitude of higher education institutions located in and around the Portland Metro area, means that Tualatin has sufficient access to skilled workers.
- Existing Businesses. Tualatin's existing businesses provide an opportunity for development of new businesses within the city. The existing business base is an advantage for economic development in numerous ways: as a source of future economic expansion, for attracting skilled workers, and for provision of goods and services to other businesses in Tualatin.
- On-going Planning Projects. The City is revising its Comprehensive Plan (the Tualatin 2040 process), which will result in on-going planning work that is necessary to support economic growth. This work may include: revisions to the City's economic development strategy, additional planning for housing to provide more opportunities for workers to live in Tualatin, updating the Transportation System Plan, on-going planning for transit services, area planning for redevelopment that may result from this and the housing needs analysis project, and other on-going planning projects.

Target Industries

The characteristics of Tualatin will affect the types of businesses most likely to locate in the city. Tualatin's attributes that may attract firms are Tualatin's access to industrial land, access to workers, and its location along the I-5 corridor.

Tualatin's industry concentrations with a potential competitive advantage are defined in Exhibit 10. Tualatin has categorized its existing businesses into four main categories, based on analysis of location quotients (i.e., highly specialized industries), differential shift (i.e., competitive advantage compared to the national level), and critical concentration (i.e., with at least five establishments in a defined cluster). These four categories are: Growing Base, Emerging Clusters, Mature Clusters, and Transformation Clusters. Exhibit 10 and Exhibit 11 list the specific industries by each category.

Exhibit 10. Concentration of Industries and Employment, Tualatin, 2017

Source: City of Tualatin, Economic Development Department using data from EMSI and Oregon Department of Employment (QECW data). Note: not pictured is "Food Processing and Manufacturing," with an LQ of 2.73 and DS 142%. "Automotive" is also not displayed, with an LQ of 0.51 and DS of -62%.

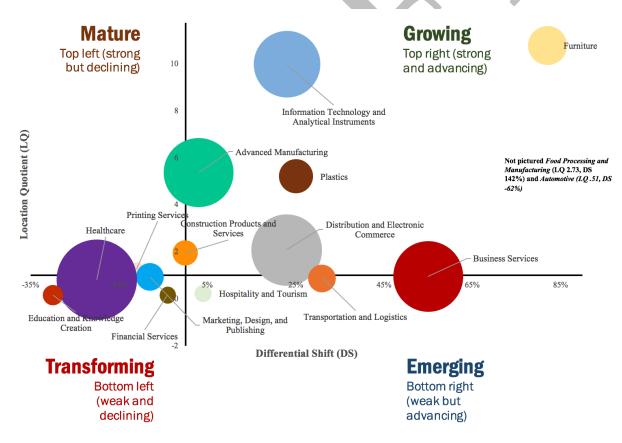


Exhibit 11. Industries Ranked Based on Differential Shift and Location Quotient

Source: City of Tualatin, Economic Development department using EMSI data (2018).

Rank	Cluster	Location Quotient (LQ)	Cluster Employment, 2017	Number of Establishments, 2016	Differential Shift (DS)				
	GROWING BASE								
1	Food Processing and Manufacturing	2.73	564	6	142%				
2	Furniture	10.79	776	6	82%				
3	Plastics	5.21	587	10	25%				
4	Information Technology and Analytical Instruments	9.99	2,270	37	23%				
5	Distribution and Electronic Commerce	2.08	2,535	193	23%				
6	Advanced Manufacturing	5.38	2,433	46	3%				
EMERGING CLUSTERS									
7	Business Services	0.96	2,506	131	55%				
8	Transportation and Logistics	0.88	378	16	31%				
9	Hospitality and Tourism	0.22	144	8	4%				
	MATU	RE CLUST	ERS						
10	Construction Products and Services	1.96	331	7	-0.4%				
11	Printing Services	1.26	110	11	-11%				
TRANSFORMATION CLUSTERS									
12	Financial Services	0.17	141	35	-4%				
13	Marketing, Design, and Publishing	0.93	385	28	-8%				
14	Healthcare	0.82	3,279	153	-20%				
15	Education and Knowledge Creation	0.16	199	16	-30%				

The potential growth industries in Tualatin will draw from existing industry concentration in the City, Washington County, and the Portland Region, along with the City's economic development policies that align with changing or emerging industries and result in employment growth in Tualatin. Tualatin may also have opportunities for employment growth in industries without a concentration of employment or a high location quotient.

Potential Growth Industries

An analysis of growth industries in Tualatin should address two main questions: (1) Which industries are most likely to be attracted to Tualatin? and (2) Which industries best meet Tualatin's economic development goals? The selection of target industries is based on Tualatin's goals for economic development, economic conditions in Tualatin and Washington County, and the City's competitive advantages.

Given the current employment base, which is composed of small- and mid-sized businesses, it is reasonable to assume that much of the city's business growth will come from small- and mid-sized businesses. This growth will either come from businesses already in Tualatin or new businesses that start or relocate to Tualatin from within the Portland Region or from outside of the region.

The industries identified as having potential for growth in Tualatin are outlined below. This section primarily draws from the City of Tualatin's cluster analysis and reports developed for the Portland Region.

- Manufacturing. Tualatin's manufacturing sector accounts for 27% of the city's employment base. Greater Portland, Inc. (GPI) described Portland as a hotspot for manufacturing growth for key sub clusters (footwear, apparel, knives, and sporting; machinery; and medical devices). 14 Tualatin's potential growth industries in manufacturing are:
 - Advanced manufacturing. This industry is an internally preferred grouping of five independent traded clusters: (1) Downstream Metal Products, (2) Lighting and Electrical Equipment, (3) Metalworking Technology, (4) Production Technology and Heavy Machinery, and (5) Upstream Metal Manufacturing. In a report by the U.S. sub-committee on advanced manufacturing, this industry is challenged by "a shortage of Americans with the science, technology, engineering, and mathematics knowledge and technical skills needed for advanced manufacturing jobs." Tualatin has a larger share of highly educated residents, compared to Washington County and the Portland Region, alleviating some concerns related to not having sufficient levels of skilled workers.

Greater Portland Global (GPG), in its latest Investment Plan, ¹⁶ states that: "[t]he region is rich with firms in legacy industries such as metals manufacturing and wood processing that use advanced processes and possess a highly skilled labor pool, [motor vehicle manufacturing, and computers and electronics]." While GPG indicates that there is "a limited economic development role to play,"

¹⁴ Greater Portland, Inc. (n.d.). Regional Trends in Greater Portland's Target Clusters. Greater Portland 2020.

¹⁵ The United States, Subcommittee on Advanced Manufacturing. *Strategy for American Leadership in Advanced Manufacturing*. Office of the President, Committee on Technology of the National Science and Technology Council.

¹⁶ Greater Portland Global. (n.d.). *Global Trade and Investment Plan.* Global Cities Initiative, A Join Project of Brookings and JPMorgan Chase.

- Tualatin has substantial access to labor talent and may continue to support expansions of existing advanced metals manufacturing, family-owned operations, and wood products manufacturing.
- Food processing and manufacturing. The Bureau of Labor Statistics describes this industry cluster as one that takes livestock and agricultural products (raw food materials) and transforms them into products for intermediate or final consumption (sold to wholesalers or retailers for distribution). Tualatin's food processing and manufacturing cluster is its fastest growing industry (projected to grow 64% from 2017 to 2028). GPG cites the region's food processing sector as an established sector, requiring support in the form of industrial lands readiness and continued recruitment.
- Furniture. The furniture industry cluster comprises establishments that manufacture furniture, cabinets, shelving, and manufactured homes using products made of wood, metal, plastic, or textiles. While the furniture cluster provides the lowest annual wage of \$38,911 per year (almost \$19,000 less than the city average), it is the most concentrated cluster in Tualatin (with an LQ of 10.79).
- Plastics. Wages in the plastics industry cluster (comprising establishments that manufacture plastic materials and other plastic components / products) grew 14% from 2012 to 2017. As the fourth most concentrated cluster in Tualatin (with an LQ of 5.21), this industry presents objective growth potential for lower skilled workers.
- Consumer products. Per a 2019 discussion with GPI, the consumer products sector was described as an important industry target for Oregon, particularly for food and beverage products but also apparel, outdoor wear, and footwear as well as health and beauty products, home accessories, and pet products. Consumer products consists of convenience, shopping, specialty, or unsought products (e.g. final goods). BuiltOregon, purposed to make Oregon the leader in consumer product innovation and development, launched the United States first non-profit consumer product accelerator in Oregon. Tualatin may support efforts to connect consumer product businesses with BuiltOregon to encourage growth in its manufacturing target industries (e.g. advanced manufacturing, food processing, furniture manufacturing, etc.).
- Information technology and analytical systems. This industry cluster comprises establishments that work in computers, software, audio visual equipment, laboratory instruments, and medical apparatus development (e.g. standard and precision electronics like circuit boards and semiconductors). As of 2017, employees working in this industry cluster maintain an average wage of \$109,832 (about \$52,000 above the city's average) representing the highest, average-waged industry in Tualatin. Tualatin's Information Technology and Analytical System industry has however, grown slower (17%) than the nation.

- Distribution and e-commerce. This cluster consists primarily of traditional wholesalers, mail order houses, and electronic merchants. Establishments comprising this industry cluster buy, hold, and distribute a wide range of products from apparel and food to chemicals, gases, and minerals to farm materials, machinery, and other merchandise. This industry also contains establishments that support distribution and electronic commerce operations, including packaging, labeling, and equipment rental / leasing. This industry is forecast for job growth (26% change in jobs from 2017 to 2028).
- Business services. Business services establishments including corporate headquarters and other professional services (e.g. consulting, back office services, financial services / legal services, facilities support, computer services, etc.). In Tualatin, this industry is expected to see the largest growth in total jobs and had the largest growth in average wage.



3. Employment Growth and Site Needs

Goal 9 requires cities to prepare an estimate of the amount of commercial and industrial land that will be needed over a 20-year planning period. The estimate of employment land need and site characteristics for Tualatin is based on expected employment growth and the types of firms that are likely to locate in Tualatin over the 20-year period. This section presents an employment forecast and analysis of target industries that build from recent economic trends.

Forecast of Employment Growth and Commercial and Industrial Land Demand

Demand for industrial and non-retail commercial land will be driven by the expansion and relocation of existing businesses and by the growth of new businesses in Tualatin. This employment land demand is driven by local growth independent of broader economic opportunities, including the growth of target industries.

The employment projections in this section build off of Tualatin's existing employment base, assuming future growth is similar to the Portland Region's long-term historical employment growth rates. The employment forecast does not take into account a major change in employment that could result from the location (or relocation) of one or more large employers in the community during the planning period. Such a major change in the community's employment would exceed the growth anticipated by the city's employment forecast and its implied land needs (for employment, but also for housing, parks, and other uses). Major economic events, such as the successful recruitment of a very large employer, are difficult to include in a study of this nature. The implications, however, are relatively predictable: more demand for land (of all types) and public services.

Projecting demand for industrial and non-retail commercial land has four major steps:

- 1. **Establish base employment for the projection.** We start with the estimate of covered employment in Tualatin presented in Exhibit 5. Covered employment does not include all workers, so we adjust covered employment to reflect total employment in the City.
- 2. **Project total employment.** The projection of total employment considers forecasts and factors that may affect employment growth in Tualatin over the 20-year planning period.
- 3. **Allocate employment.** This step involves allocating types of employment to different land-use types.
- 4. **Estimate land demand.** This step estimates general employment land demand based on employment growth and assumptions about future employment densities.

The remainder of this section follows this outline to estimate employment growth and commercial and industrial land demand for Tualatin.

Employment Base for Projection

The purpose of the employment projection is to model future employment land need for general employment growth. The forecast of employment growth in Tualatin starts with a base of employment growth on which to build the forecast.

Exhibit 12 shows ECONorthwest's estimate of total employment in Tualatin in 2017. Tualatin had an estimated 38,838 *total* employees in 2017.

To develop the figures, ECONorthwest started with estimated covered employment in the Tualatin from confidential Quarterly Census of Employment and Wages (QCEW) data provided by the Oregon Employment Department. Based on this information, Tualatin had about 31,102 covered employees in 2017.

Covered employment, however, does not include all workers in an economy. Most notably, covered employment does not include sole proprietors. Analysis of data shows that *covered* employment reported by the Oregon Employment Department for Washington County is only about 77% of *total* employment reported by the U.S. Department of Commerce.¹⁷ We evaluated this ratio for each industrial sector for Washington County and used the resulting ratios to determine the number of non-covered employees. This allowed us to determine the total employment in Tualatin.

Total employment includes all workers based on date from the U.S. Department of Commerce. Total employment includes all covered employees, plus sole proprietors and other non-covered workers.

¹⁷ **Covered employment** includes employees covered by unemployment insurance. Examples of workers not included in covered employment are sole proprietors, some types of contractors (often referred to as "1099 employees"), or some railroad workers. Covered employment data is from the Oregon Employment Department.

Exhibit 12. Estimated total employment by sector, Tualatin Planning Area, 2017

Source: 2017 covered employment from confidential Quarterly Census of Employment and Wage (QCEW) data provided by the Oregon Employment Department.

Sector	Covered Employment	Estimated Total Employment	Covered % of Total
Agriculture, Forestry, & Mining	162	162	100%
Construction	2,384	3,018	79%
Manufacturing	8,371	8,761	96%
Wholesale Trade	3,235	3,805	85%
Retail Trade	2,429	2,926	83%
Transportation, Warehousing & Utilities	1,337	1,734	77%
Information	195	235	83%
Finance & Insurance	380	675	56%
Real Estate, Rental, & Leasing	294	1,175	25%
Professional &Technical Services	1,044	1,821	57%
Management of Companies	789	827	95%
Admin. & Support / Waste Mgmt & Remediation Serv.	2,366	2,942	80%
Private Education Services	296	552	54%
Health Care & Social Assistance	3,291	4,019	82%
Arts, Entertainment, & Recreation	846	1,658	51%
Accommodation & Food Services	2,017	2,201	92%
Other Services	879	1,532	57%
Government	787	795	99%
Total Non-Farm Employment	31,102	38,838	77%

Exhibit 13 shows that industrial employment (i.e., manufacturing, warehousing, or construction) is predominantly located in Industrial plan designations, with small amounts of employment located in Commercial plan designations (such as contractors and delivery or transportation logistics services) and in Residential plan designations (such as contractors, plumbers, electricians, contractors, and delivery or transportation logistics services).

In contrast, about one-fifth of commercial employment (i.e., retail, health care, financial services, and other commercial uses) are located in Industrial plan designations (such as gas stations, auto body shops, storage facilities, and professional or technical-service businesses) and 12% are located in Residential plan designations (such as financial institutions, property management or real estate offices, cafes, restaurants, and professional or technical-service businesses).

In the future, it is reasonable to expect that employment in Tualatin will continue to mix within existing plan designations, with substantial amounts of commercial employment locating in Industrial and Residential plan designations. Existing commercial and industrial employment in residential plan designations (Exhibit 13) consists of construction businesses, some wholesale and retail, as well as financial and real estate businesses.

Exhibit 13. Location of Employment by Plan Designation, Tualatin Planning Area, 2017

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wage, summarized by ECONorthwest. Note: Data is organized by 2-digit NAICS and ONLY includes employment at businesses with private ownership.

General Plan	Industrial employment		Commercial employment		Total	
Designation	Employees	Percent	Employees	Percent	Employees	Percent
Industrial	13,985	94%	3,090	20%	17,075	56%
Commercial	547	4%	10,352	67%	10,899	36%
Residential	382	3%	1,881	12%	2,263	7%
Institutional	-	0%	78	1%	78	0%
Total	14,914	100%	15,401	100%	30,315	100%

Employment Projection

The employment forecast covers the 2020 to 2040 period, requiring an estimate of total employment for Tualatin in 2020. Tualatin does not have an existing employment forecast, and there is no required method for employment forecasting. OAR 660-024-0040(9) sets out some optional "safe harbors" that allow a city to determine employment land need.

ECONorthwest modeled four scenarios of employment growth. The employment growth assumption and basis for the scenarios are outlined below and in Exhibit 14:

- Metro's Household Growth Rate for Tualatin: The growth rate of 0.44% based on Tualatin's household growth forecast for the 2020-2040 period. This rate is consistent with the household forecast used in Tualatin's Housing Needs Analysis (2020-2040). Use of this growth rate is consistent with the safe harbor in OAR 660-024-0040(9)(a).
- OED's Employment Growth Rate for the Tri-County Region: The growth rate of 1.2% based on Oregon Employment Departments' (OEDs') forecast for employment growth for the Portland Region (Clackamas County, Multnomah County, and Washington County). Use of this growth rate is consistent with the safe harbor in OAR 660-024-0040(9)(a).
- **Metro's Employment Growth Rate for Tualatin:** The growth rate of 1.4% based on Metro's employment forecast for Tualatin for the 2015 to 2040 period.
- **Tualatin's Historic Employment Growth Rate:** The growth rate of 2.9% based on Tualatin's employment growth for the 2007 to 2017 period.

Exhibit 14. Employment Growth Scenarios, Tualatin Planning Area, 2020—2040

Source: (1) Metro's 2040 Household Distributed Forecast, July 12, 2016. Metro's 2040 TAZ Forecast for households, November 6, 2015. Calculations by ECONorthwest. (2) State of Oregon Employment Department, Employment Projections by Industry, 2017-2027. (3) Metro's 2040 Employment Distributed Forecast, July 12, 2016. (4) Bureau of Labor Statistics, Quarterly Census of Employment and Wage, 2007 and 2017. Note: "HH" is household and "Emp." Is employment.

	Total Emplyment Scenarios							
Year	Metro's HH Growth for Tualatin	OED's Emp. Growth for Tri-County Region	Metro's Emp. Growth for Tualatin	Historic Emp. Growth for Tualatin				
2020	39,355	40,252	40,478	42,339				
2040	42,985	51,089	53,332	75,272				
Change 2020 to	2040							
Employees	3,630	10,837	12,854	32,933				
Percent	9%	27%	32%	78%				
AAGR	0.44%	1.20%	1.39%	2.92%				

Tualatin is assuming that the City will grow at the rate forecast by Metro, 1.4% average annual growth rate. This assumption is based on the fact that Tualatin grew at a substantially faster rate over the 2007 to 2017 period (2.9% average annual growth rates), as well as Tualatin's key comparative advantages such as the city's location along I-5 and land base of industrial land.

Exhibit 15 shows employment growth Tualatin between 2020 and 2040, based on the assumption that the City will grow at an average annual growth rate of 1.4%. Tualatin will have 53,332 employees by 2040, which is an increase of 12,854 employees (32%) between 2020 and 2040.

Tualatin is forecast to have 12,854 new employees over the 20-year period.

Exhibit 15. Forecast of Employment Growth, Tualatin Planning Area, 2020–2040

Source: ECONorthwest.

	Year	Total Employment
,	2020	40,478
	2040	53,332
	Change in Employ (2020 to 2040)	yees
	Employees	12,854
	Percent	32%
	AAGR	1.39%

Allocate Employment to Different Land Use Types

The next step in forecasting employment is to allocate future employment to broad categories of land use. Firms wanting to expand or locate in Tualatin will look for a variety of site characteristics, depending on the industry and specific circumstances. We grouped employment into four broad categories of land use based on North American Industrial Classification System (NAICS): industrial, retail commercial, office and commercial services, and government.

Exhibit 16 shows the expected share of employment by land-use type in 2020 and the forecast of employment growth by land-use type in 2040 in Tualatin. For each land-use type, we assumed that the share of total employment will stay the same.

Exhibit 16. Forecast of employment growth by land use type, Tualatin Planning Area, 2020–2040Source: ECONorthwest. Note: The shaded percentages denote an assumption about the future share of employment (as a percent of total) by land use type. It assumes that the share of employment by land use type will remain the same.

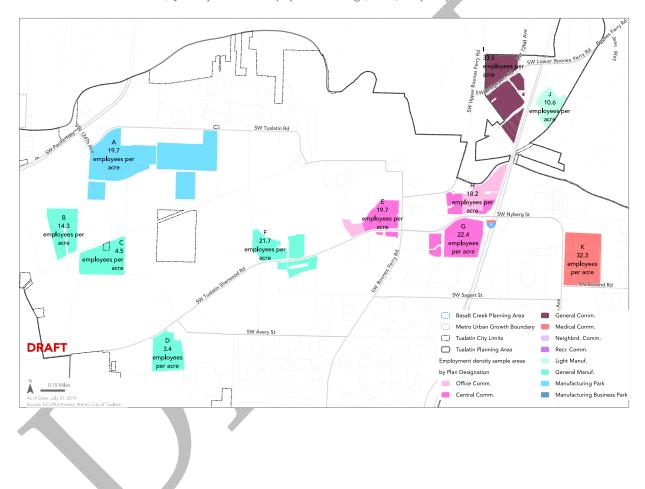
Land Has Type	202	0	204	Change	
Land Use Type	Employment	% of Total	Employment	% of Total	2020 to 2040
Industrial	18,218	45%	24,004	45%	5,786
Retail Commercial	3,050	8%	4,018	8%	968
Office & Commercial Services	18,382	45%	24,219	45%	5,837
Government	829	2%	1,092	2%	263
Total	40,478	100%	53,332	100%	12,854

Estimate of Demand for Commercial and Industrial Land

Converting from employment growth to land need (in acres) requires assumptions about future employment densities. Employees per acre is a measure of employment density based on the ratio of the number of employees per acre of employment land that is developed for employment uses. Exhibit 17 displays sample sites that informed ECONorthwest's analysis of employment densities for businesses and at sites in Tualatin based on existing employment. Results of the employment density analysis are summarized in Exhibit 18.

Exhibit 17. Employment Densities in Tualatin, Tualatin Sample Sites, 2019

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wage, 2017; analysis by ECONorthwest.



Based on a sampling of sites in Tualatin, Industrial areas average about 15 employees per acre (EPA) and Commercial areas average about 27 EPA.

Exhibit 18. Summary of Employment Average Employment Densities, Tualatin Planning Area, 2018

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wage; summarized by ECONorthwest. Note1: Area names (A through K) correspond to areas mapped in Exhibit 17. Note2: "EPA" is employees per acre.

Land Use Type/ Area Name on Map	Type of Use	Average density (EPA)
Industrial		15
Α	Manufacturing Park	20
В	General Manufacturing	14
С	General Manufacturing	5
D	General Manufacturing	3
F	General Manufacturing	22
J	Light Manufacturing	11
Commercial and Retain	il	27
E	Office/Central Commercial	20
G	Central Commercial	22
Н	Office/Central Commercial	18
I	General Commercial	34
K	Medical Commercial	32

Exhibit 19 shows demand for vacant (including partially vacant) land in Tualatin over the 20-year period. ECONorthwest uses two assumptions in Exhibit 19: (1) employment density and (2) net-to-gross conversion factor.

• Employment density. Exhibit 19 displays the density assumptions as net employees per acre (EPA) for use in the analysis of employment land demand assumes: Industrial will have an average of 15 EPA, Retail Commercial will have an average of 25 EPA, and Office Commercial will have an average of 40 EPA.

These employment densities are consistent with Tualatin's historic densities and employment densities in Oregon cities of a similar size as Tualatin. Some types of employment will have higher employment densities (e.g., a multi-story office building), and some will have lower employment densities (e.g., a convenience store with a large parking lot).

This analysis assumes 15 EPA for industrial uses as it is consistent with the EPA weighted average of industrial sample sites. This analysis assumes 25 EPA for retail as it is consistent with the weighted average of sample site G, H, and I. This analysis assumes 40 EPA for office based on the assumption that Tualatin will encourage more two- and three-story office buildings over the 20-year planning period (meaning we assume a higher employment density than historical).

• Conversion from net-to-gross acres. The data about employment density is in *net* acres, which does not include land for public right-of-way. Future land need for employment should include land in tax lots needed for employment plus land needed for public right-of-way. One way to estimate the amount of land needed for employment, including public right-of-way, is to convert from *net* to *gross* acres based on assumptions about the amount of land needed for public right-of-way.¹⁸ A net-to-gross conversion is expressed as a percentage of gross acres that are in public right-of-way.

Based on empirical evaluation of Tualatin's existing net-to-gross ratios, ECONorthwest uses a net-to-gross conversion factor of 9% for industrial and 27% for commercial.

Using these assumptions, the forecasted growth of 12,854 new employees. Exhibit 19 displays and accounts for 12,591 new employees as government employees (263 employees) were deducted from the analysis of land demand. Tualatin will accommodate new government employees in Institutional plan designations. The 12,591 new employees will result in the following demand for vacant (and partially vacant) employment land: 424 gross acres of industrial land, 53 gross acres of retail commercial land, and 200 gross acres of office and commercial services land.

Exhibit 19. Demand for Vacant Land to Accommodate Employment Growth, Tualatin Planning Area, 2020–2040

Source: ECONorthwest.

Land Use Type	New Emp. on Vacant Land	Employees per Acre (Net Acres)	Land Demand (Net Acres)	Land Demand (Gross Acres)
Industrial	5,786	15	386	424
Retail Commercial	968	25	39	53
Office & Commercial Services	5,837	40	146	200
Total	12,591	-	570	677

Exhibit 20 shows land demand by general plan designation based on the existing distribution of employment in Exhibit 13. For example, Exhibit 20 assumes that 94% of growth in industrial employment (demand for 424 acres shown in Exhibit 19) will occur in industrial plan designations, with 4% in commercial plan designations and 3% in residential plan designations.

¹⁸ OAR 660-024-0010(6) uses the following definition of net buildable acre. "Net Buildable Acre" consists of 43,560 square feet of residentially designated buildable land after excluding future rights-of-way for streets and roads. While the administrative rule does not include a definition of a gross buildable acre, using the definition above, a gross buildable acre will include areas used for rights-of-way for streets and roads. Areas used for rights-of-way are considered unbuildable.

Exhibit 20. Demand for Vacant Land to Accommodate Employment Growth by Generalized Plan Designation, Tualatin Planning Area, 2020—2040

Source: ECONorthwest.

Land Usa Typa		Total (Aara)			
Land Use Type -	Industrial	Commercial	Residential	Institutional	Total (Acre)
Industrial	397	16	11	-	424
Retail, Office, & Com Services	51	170	31	1	253
Total (Acres)	448	186	42	1	677

Site Needs for Potential Growth Industries

Note to reviewers: We will add more to this section after discussions with CAC and other stakeholders.

OAR 660-009-0015(2) requires the EOA to "identify the number of sites by type reasonably expected to be needed to accommodate the expected [20-year] employment growth based on the site characteristics typical of expected uses." The Goal 9 rule does not specify how jurisdictions conduct and organize this analysis.

The rule, OAR 660-009-0015(2), does state that "[i]ndustrial or other employment uses with compatible site characteristics may be grouped together into common site categories." The rule suggests, but does not require, that the city "examine existing firms in the planning area to identify the types of sites that may be needed." For example, site types can be described by: (1) plan designation (e.g., heavy or light industrial), (2) general size categories that are defined locally (e.g., small, medium, or large sites), or (3) industry or use (e.g., manufacturing sites or distribution sites). For purposes of the EOA, Tualatin groups its future employment uses into categories based on their need for land with a particular plan designation (i.e., industrial or commercial) and by their need for sites of a particular size.

Based on the forecast of employment growth in Exhibit 16 and the average business size of business in Tualatin in 2017 (using analysis of Quarterly Census of Employment and Wage data), employment growth in Tualatin will require:

- Industrial employment will grow by 5,785 employees, with 5,785 employees requiring vacant land. The average site of industrial employers in Tualatin in 2017 was 26 employees per business. At that average size, Tualatin will need 223 industrial sites. Exhibit 26 (in Chapter 4) shows that Tualatin has 697 sites for industrial development (with a total of 374 vacant buildable acres of land). The majority of these sites (626 sites) are smaller than 0.5 acres. Tualatin has seven industrial sites between 10 and 20 acres and 2 industrial sites larger than 20 acres. These sites provide a range of sizes that may be needed by future industrial businesses in Tualatin.
- Commercial employment will grow by 6,805 employees, with 6,805 employees requiring vacant land. The average site of commercial employers in Tualatin in 2017 was 13 employees per business. At that average size, Tualatin will need 511 commercial sites. Exhibit 26 (in Chapter 4) shows that Tualatin has 149 sites for commercial development (with a total of 10.5 vacant buildable acres of land). The majority of these sites (143 sites)

are smaller than 0.5 acres. Tualatin has four commercial sites between 0.5 and 1 acre, 1.0 commercial between 1 and 2 acres, and one commercial site between 2 and 5 acres. Limited available sites will affect commercial development in Tualatin.

The potential growth industries described in the prior section are a mixture of business sizes, from small businesses to larger businesses. For the most part, Tualatin's potential growth industries need relatively flat sites, especially for industrial or manufacturing businesses, with access to arterial roads to connect with I-5 or key employment centers in Beaverton, Hillsboro, and Portland.

Manufacturing and other industrial businesses that are likely to locate in Tualatin will have a range of space needs:

- Small-scale manufacturing spaces. Businesses would be located in an industrial building with many other users.
- Space in flex-service buildings. These businesses may locate in a building that includes other industrial businesses, as well as commercial businesses that prefer to locate in flex space buildings. Per a 2019 discussion with GPI, we find that vacancy rates in flex-service buildings are exceptionally low, compared to more traditional employment spaces.
- **Mid-sized manufacturing**. Businesses would be located potentially in a building with a few other businesses. Between 2015 and 2019, Greater Portland Inc. (GPI) reported manufacturing projects in its pipeline that requested an average square footage between 35,000 square feet (approximately two to four-acre sites) and 118,000 square feet (approximately eight to 10-acre sites). Average space needs (per square foot) have increased each year, between 2015 and 2019.

Retail, Office, and Commercial Service businesses have a range of space needs, ranging from:

- **Small-sized or mid-sized space**. Between 2015 and 2019, on average, GPI reported office projects seeking sites that range from about 14,045 square feet to about 39,000.
- Space in a building dominated by one firm or in a building with many other businesses. Some commercial employment will locate in a newly constructed building with other commercial businesses of all types. This could potentially be with other commercial (or light industrial) uses in the building. Other businesses may require or desire their own space.
- Land for construction of a building designed for the firm. However, in the case where the business needs to build a building, they are typically seeking existing space rather than land to build a new facility.

¹⁹ Greater Portland Inc. (May 2019). "Almost Mid-Year Pipeline Analysis."

Overall, of the businesses included in GPI's 2019 pipeline analysis—both office and manufacturing projects—consistently requested existing space over "greenfield" space for their facility. In 2019, about 33% requested either greenfield space specifically (12%) or existing *or* greenfield space (21%), up from 21% in 2017.



4. Buildable Lands Inventory

This chapter provides a summary of the commercial and industrial buildable lands inventory (BLI) for the Tualatin Planning Area. The buildable lands inventory analysis complies with statewide planning Goal 9 policies that govern planning for employment uses. The detailed methodology used to complete the buildable lands inventory completed is presented in Appendix B.

First, the analysis established the employment land base (parcels or portion of parcels with appropriate zoning), classified parcels by buildable status, identified/deducted environmental constraints, and lastly summarized total buildable area by plan designation.

Definitions

ECONorthwest developed the buildable lands inventory with a tax lot database from Metro Regional Land Information Systems (RLIS). Maps produced for the buildable lands inventory used a combination of GIS data based on the Metro BLI for the 2018 Urban Growth Report, adopted maps, and visual verification to verify the accuracy of Metro data. The tax lot database is current as of 2016, accounting for changes and development updates through April 2019. The inventory builds from the database to estimate buildable land per plan designations that allow employment uses. The following definitions were used to identify buildable land for inclusion in the inventory:

- Vacant land. Tax lots designated as vacant by Metro based on the following criteria: (1) fully vacant based on Metro aerial photo; (2) tax lots with less than 2,000 square feet developed and developed area is less than 10% of lot; (3) lots 95% or more vacant from GIS vacant land inventory.
- Partially vacant land. Tax lots located on land designated for employment uses but have an existing single-family structure. These lots are assumed to likely develop with an employment use within the planning period.
- Potentially redevelopable land. Lots determined to have redevelopment capacity based on Metro's Threshold Price methodology. This method identifies lots that meet size and price thresholds based on location in the Metro UGB and plan designation. The methods use property value thresholds where it is economically viable to for a lot to redevelop. For example, if the unconstrained area of tax lot in a Central Commercial plan designation is greater than 0.249 acres, and the real market value per square foot is below \$12, then the unconstrained acreage is considered as potentially redevelopable.
- Public or exempt land. Lands in public or semi-public ownership are considered unavailable for commercial or industrial development. This includes lands in Federal, State, County, or City ownership as well as lands owned by churches and

- other semi-public organizations and properties with conservation easements. These lands are identified using the Metro's definitions and categories.
- Developed land. Lands not classified as vacant, partially vacant, or public/exempt are
 considered developed. Developed land includes lots with redevelopment capacity,
 which are also included in BLI. The capacity of developed but redevelopable lots is
 based on Metro's estimates.

Development Constraints

Consistent with state guidance on buildable lands inventories, ECONorthwest deducted the following constraints from the buildable lands inventory and classified those portions of tax lots that fall within the following areas as constrained, unbuildable land:

- Lands within floodplains. Flood Insurance Rate Maps from the Federal Emergency
 Management Agency (FEMA) were used to identify lands in floodways and 100-year
 floodplains, as well as lands identified in Metro's Title 3 Stream and Floodplain
 Protection Plan.
- Land within natural resource protection areas. The Locally Significant Wetlands shapefile was used to identify areas within wetlands. Riparian corridors and other natural resource areas identified in Tualatin's Natural Resource Protection Overlay District were all considered undevelopable. These areas are consistent with the City's Development Code Chapter 72.
- Land with slopes over 15%. Lands with slopes over 15% are considered unsuitable for commercial or industrial development.



Buildable Lands Inventory Results

Land Base

Exhibit 21 shows commercial and industrial land in Tualatin by classification (development status). The results show that the Tualatin Planning Area has 2,731 total acres in commercial or industrial plan designations. Of these 2,731 acres, about 1,534 acres (56%) are classified as Developed or Public (or Exempt) and do not have development capacity, about 683 acres (25%) are on lots classified as potentially redevelopable, and the remaining 514 acres (19%) are Vacant or Partially Vacant and have development capacity (not including development constraints).

Exhibit 21. Commercial and industrial acres by classification and plan designation, Tualatin Planning Area, 2019

Source: Metro BLI, ECONorthwest Analysis. Note: The numbers in the table may not sum to the total as a result of rounding.

Generalized Plan Designation	Vacant	Partially Vacant	Developed	Public or Exempt	Potentially Redevelopable	Total Acres	Percent of Total
Commercial							
Central Commercial	-	-	0	4	-	4	0%
General Commercial	4	-	125	3	3	134	5%
Medical Commercial	-	-	-	46	-	46	2%
Neighborhood Commercial	-	-	-	-	-	-	0%
Office Commercial	3	-	53	19	3	78	3%
Recreational Commercial	-	-	9	-	-	9	0%
Industrial							
General Manufacturing	184	-	569	97	264	1,114	41%
Light Manufacturing	35	-	214	54	43	346	13%
Manufacturing Business Park	107	-	3	1	260	372	14%
Manufacturing Park	60	-	40	27	89	216	8%
Mixed-Use Commercial Overlay Zone							
General Commercial	-	-	25	-	-	25	1%
Central Tualatin Overlay Zone							
Central Commercial	3	-	95	50	5	153	6%
General Commercial	-	-	7	0	-	7	0%
Office Commercial	-	-	23	-	-	23	1%
General Manufacturing	-	-	33	-	-	33	1%
Light Manufacturing	-	-	17	-	-	17	1%
Basalt Creek Planning Area							
Manufacturing Park	36	78	2	19	15	150	5%
Neighborhood Commercial	4	1	-			4	0%
Total	436	78	1,215	319	683	2,731	100%

Exhibit 22 shows land in all commercial and industrial plan designations by development and constraint status. After development constraints have been applied, about 63% of Tualatin's total employment land (1,714 acres) has no development capacity (i.e., committed), 23% (632 acres) is constrained, and 14% (385 acres) are unconstrained and buildable.

Exhibit 22. Commercial and industrial land by comprehensive Plan Designation and constraint status, Tualatin Planning Area, 2019

Source: Metro BLI, ECONorthwest Analysis. Note: The numbers in the table may not sum to the total as a result of rounding.

Generalized Plan Designation	Total acres	Committed acres	Constrained acres	Buildable acres
Commercial				
Central Commercial	4	0	4	0
General Commercial	134	117	13	4
Medical Commercial	46	43	3	0
Neighborhood Commercial	0	0	0	0
Office Commercial	78	63	12	3
Recreational Commercial	9	2	6	0
Industrial				
General Manufacturing	1,114	694	321	99
Light Manufacturing	346	283	34	29
Manufacturing Business Park	372	211	76	85
Manufacturing Park	216	129	31	56
Mixed-Use Commercial Overlay Zone				
General Commercial	25	20	5	0
Central Tualatin Overlay Zone				
Central Commercial	153	45	108	0
General Commercial	7	2	5	0
Office Commercial	23	18	4	0
General Manufacturing	33	28	6	0
Light Manufacturing	17	17	0	0
Basalt Creek Planning Area				
Manufacturing Park	150	41	4	105
Neighborhood Commercial	4	0	0	4
Total	2,731	1,714	632	385

Vacant Buildable Land

Exhibit 23 shows buildable acres (e.g., acres in tax lots after constraints are deducted) for vacant and partially vacant land by plan designation. Of Tualatin's 385 unconstrained buildable commercial or industrial acres, about 82% are in tax lots classified as vacant, and 18% are in tax lots classified as partially vacant. About 28% of Tualatin's buildable commercial and industrial land is located in the Basalt Creek Planning Area.

Exhibit 23. Buildable acres in vacant and partially vacant tax lots by plan designation and zoning, Tualatin Planning Area, 2019

Source: Metro BLI, ECONorthwest Analysis. Note: The numbers in the table may not sum to the total as a result of rounding.

Generalized Plan Designation	Total buildable acres	Buildable acres on vacant lots	Buildable acres on partially vacant lots
Commercial			
Central Commercial	0	0	0
General Commercial	4	4	0
Medical Commercial	0	0	0
Neighborhood Commercial	0	0	0
Office Commercial	3	3	0
Recreational Commercial	0	0	0
Industrial			
General Manufacturing	99	99	0
Light Manufacturing	29	29	0
Manufacturing Business Park	85	85	0
Manufacturing Park	56	56	0
Mixed-Use Commercial Overlay Zone			
General Commercial	0	0	0
Central Tualatin Overlay Zone			
Central Commercial	0	0	0
General Commercial	0	0	0
Office Commercial	0	0	0
General Manufacturing	0	0	0
Light Manufacturing	0	0	0
Basalt Creek Planning Area			
Manufacturing Park	105	35	70
Neighborhood Commercial	4	4	0
Total	385	314	70

Exhibit 24 and Exhibit 25 (upcoming pages) show the results of Tualatin's commercial and industrial BLI.

Exhibit 24. Commercial and industrial land by development status with constraints, Tualatin Planning Area, 2019

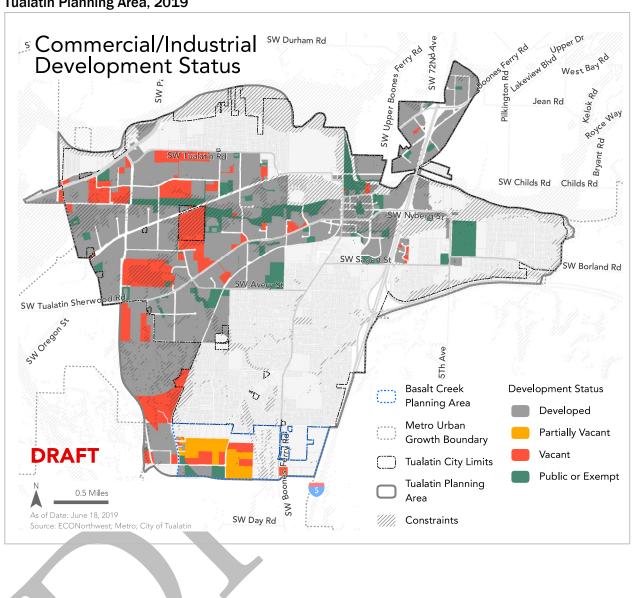


Exhibit 25. Unconstrained vacant and partially vacant commercial and industrial land, Tualatin Planning Area, 2019

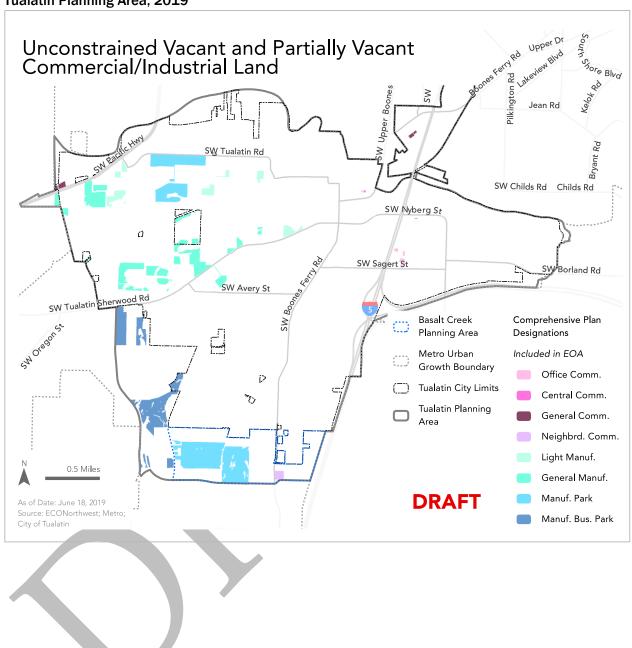


Exhibit 26 shows the size of lots by plan designations for buildable employment land. Tualatin has:

- 769 lots that are smaller than 0.5 acres (with 4.7 acres of land),
- 9 lots between 0.5 and 1 acres (6.3 acres of land),
- 13 lots between 1 and 2 acres (19.6 acres of land),
- 35 lots between 2 and 5 acres in size (132 acres of land),
- 11 lots between 5 and 10 acres in size (81 acres of land),
- 7 lots between 10 and 20 acres in size (95.5 acres of land), and
- 2 lots 20 acres or more in size (45.3 acres of land).

Exhibit 26. Lot size by plan designation, buildable acres, Tualatin Planning Area, 2019 Source: ECONorthwest analysis of data from Metro.

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	Buildable acres in taxlots						
	<0.5 acres	0.5-1 acres	1-2 acres	2-5 acres	5-10 acres	10-20 acres	20+ acres
Buildable acres on tax lots							
Commercial							
General Commercial	0.4	1.5	1.9	0.0	0.0	0.0	0.0
Office Commercial	1.7	1.1	0.0	0.0	0.0	0.0	0.0
Industrial							
General Manufacturing	0.1	2.8	2.8	36.5	17.6	39.8	0.0
Light Manufacturing	0.0	0.0	9.7	13.3	5.8	0.0	0.0
Manufacturing Business Park	0.0	0.0	4.1	19.4	27.5	13.1	20.9
Manufacturing Park	0.0	0.0	0.0	0.0	0.0	31.5	24.4
Basalt Creek Planning Area							
Manufacturing Park	2.3	0.9	1.2	59.1	30.2	11.2	0.0
Neighborhood Commercial	0.3	0.0	0.0	3.7	0.0	0.0	0.0
Acreage subtotal	4.7	6.3	19.6	132.0	81.0	95.5	45.3
Number of taxlots with buildable acreage							
Commercial							
General Commercial	75	2	1	0	0	0	0
Office Commercial	67	2	0	0	0	0	0
Industrial							
General Manufacturing	432	4	2	10	2	3	0
Light Manufacturing	126	0	6	4	1	0	0
Manufacturing Business Park	28	0	3	6	4	1	1
Manufacturing Park	12	0	0	0	0	2	1
Basalt Creek Planning Area							
Manufacturing Park	28	1	1	14	4	1	0
Neighborhood Commercial	1	0	0	1	0	0	0
Tax lot count subtotal	769	9	13	35	11	7	2

Redevelopment Potential

Over the 20-year study period a share of developed lots are likely to redevelop within new buildings. To account for the development capacity on these developed lots, Metro identifies a subset of developed lots as "redevelopable". Metro has created two "filters" to identify lots with the potential to redevelop.

- Threshold Method. This method identifies lots that meet size and price thresholds based on location in the Metro UGB and plan designation. The method uses property value thresholds where it is economically viable to for a lot to redevelop. For example, if the *unconstrained* area of tax lot in a Central Commercial plan designation is greater than 0.249 acres, and the real market value per square foot is below \$12, then the unconstrained acreage is considered as potentially redevelopable.²⁰
- Historic Probability Method. This method determines the probably of a lot redeveloped based on a statistical analysis of lots that historically redeveloped within the region. The probability for each lot is multiplied by the total zoned capacity of the lot to determine the likely future capacity.

For the Tualatin BLI, ECONorthwest proposes to use redevelopable acreage identified based on the Threshold method, a recommendation that is based on discussion with Metro staff. Exhibit 8 shows the estimate of potentially redevelopable acreage by plan designation.



²⁰ "Appendix 2: Buildable Land Inventory." Oregon Metro. Urban Growth Report 2018. https://www.oregonmetro.gov/sites/default/files/2018/12/03/Appendix2-BuildableLandsInventory 12032018.pdf

Exhibit 27. Estimate of potentially redevelopable land by plan designation, Tualatin Planning Area, 2019 Source: Metro BLI, using 2016 data to calculate redevelopment potential.

Generalized Plan Designation	Potentially Redevelopable Acres
Commercial	
Central Commercial	0
General Commercial	3
Medical Commercial	0
Neighborhood Commercial	0
Office Commercial	1
Recreational Commercial	0
Industrial	
General Manufacturing	135
Light Manufacturing	37
Manufacturing Business Park	71
Manufacturing Park	36
Mixed-Use Commercial Overlay Zone	
General Commercial	0
Central Tualatin Overlay Zone	
Central Commercial	0
General Commercial	0
Office Commercial	0
General Manufacturing	0
Light Manufacturing	0
Basalt Creek Planning Area	
Manufacturing Park	15
Neighborhood Commercial	0
Total	297



5. Land Sufficiency and Conclusions

This chapter presents conclusions about Tualatin's employment land sufficiency for the 2020-2040 period. The chapter then concludes with a discussion about Tualatin's land base and its ability to accommodate growth over the next 20 years, as well as recommendations for the City to consider, ensuring it meets its economic growth needs throughout the planning period.

Land Sufficiency

Exhibit 28 shows commercial and industrial land sufficiency within the Tualatin Planning Area. It shows:

- Vacant and Potentially Redevelopable Unconstrained Land within the Tualatin Planning Area (see Exhibit 23). Exhibit 28 shows that Tualatin has 374 gross acres of industrial land and 11 gross acres of commercial land.
- **Demand for Commercial and Industrial Land** in the Tualatin Planning Area (see Exhibit 19 and Exhibit 20). Exhibit 28 shows Tualatin will need a total of 448 gross acres for industrial uses, and 186 gross acres for commercial uses (including retail and office) over the 2020—2040 period.

Exhibit 28 shows that Tualatin has:

- A 74-acre deficit of industrial land in the Tualatin Planning Area.
- A 175-acre deficit of commercial land (including retail and office) in the Tualatin Planning Area.

Exhibit 28. Comparison of the Capacity of Unconstrained Vacant and Potentially Redevelopable Land with Employment Land Demand by Land Use Type, Tualatin Planning Area, 2020—2040 Source: ECONorthwest. Note: Employment demand requires an additional 42 gross acres on land in residential plan designations and one gross acre on land in an institutional (public) plan designation.

General Plan Designation	Land Supply (Suitable Gross Acres)	Land Demand (Gross Acres)	Land Sufficiency (Deficit)	
Industrial	374	448	(74)	
Commercial (incl Retail and Office)	11	186	(175)	

Conclusions

The conclusions about commercial and industrial land sufficiency in Tualatin are:

- Tualatin is forecast to grow by about 12,850 new employees over the 2020 to 2040 period, with about 5,800 new industrial employees, about 6,800 new employees in retail, office, and commercial services, with the remaining employees in government.
- Tualatin has a deficit of land to accommodate new employment growth. Tualatin has a deficit of about 74 acres of land in industrial plan designations and 175 acres of employment in commercial plan designations to accommodate employment. Tualatin will need to consider policies to increase the efficiency of employment land use within the City, such as policies to encourage denser employment development and redevelopment that results in higher density development.
- Tualatin's comparative advantages for economic development are its location along the I-5 corridor and proximity to urban and cultural amenities/services in the Portland Region making Tualatin an attractive place for businesses to locate. Tualatin is also advantaged by its access to the regional labor market and the region's growing labor force comprising diverse skill sets.
- Tualatin will need to address transportation capacity issues to accommodate growth, particularly along regional connectors (roads and avenues).
- Growth in Basalt Creek will prompt the need for new pipes, pump stations, and potentially another reservoir to accommodate water and wastewater capacity demands in the sub-area. If Tualatin wishes to accommodate businesses that are more water-intensive, Tualatin will need to look to new or additional water supplies (such as the Willamette River).

Note to reviewers: The final version of the EOA will include more detailed conclusions, including conclusions related to the economic development strategy.

Appendix A. National, State, and Regional and Local Trends

National Trends

Economic development in Tualatin over the next 20 years will occur in the context of long-run national trends. The most important of these trends include:

• **Economic growth will continue at a moderate pace**. Analysis from the Congressional Budget Office (CBO) predicts real GDP to grow by 3.1% in 2018, 2.4% in 2019, and settle just under 2% growth for the rest of the decade (through 2028), assuming current laws remain intact.²¹

The unemployment rate is expected to decrease to 3.6% by the end of 2018 and fall to 3.4% in 2019. Thereafter, the CBO predicts the unemployment rate will rise to 3.8% in 2020 and approach 4.8% through the end of the forecast period (2028).²²

As demand for labor increases and market competition for workers pushes the growth of hourly wage compensation, the CBO projects "the increase in labor compensation, in turn, dampens demand for labor, slowing employment growth and, by 2020, diminishing the positive employment gaps."²³

■ The aging of the Baby Boomer generation accompanied by increases in life expectancy. As the Baby Boomer generation continues to retire, the number of Social Security recipients is expected to increase from 61 million in 2017 to over 86 million in 2035, a 41% increase. However, due to lower-birth rate replacement generations, the number of covered workers is only expected to increase 9% over the same time period, from 174 million to almost 190 million in 2035. Currently, there are 35 Social Security beneficiaries per 100 covered workers in 2014 but by 2035 there will be 46 beneficiaries per 100 covered workers. This will increase the percent of the federal budget dedicated to Social Security and Medicare.²⁴

Baby Boomers are expecting to work longer than previous generations. An increasing proportion of people in their early- to mid-50s expect to work full-time after age 65. In 2004, about 40% of these workers expect to work full-time after age 65, compared with

²¹ Congressional Budget Office. *An Update to the Economic Outlook:* 2018 to 2028. August 2018. Retrieved from: https://www.cbo.gov/system/files?file=2018-08/54318-EconomicOutlook-Aug2018-update.pdf.

²² Ibid.

²³ Ibid.

²⁴ The Board of Trustees, Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds, 2015, *The 2018 Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds*, June 5, 2018. Retrieved from: https://www.ssa.gov/oact/tr/2018/tr2018.pdf.

about 30% in 1992.²⁵ This trend can be seen in Oregon, where the share of workers 65 years and older grew from 2.9% of the workforce in 2000 to 4.1% of the workforce in 2010. In 2017, this share reached 5.5%, or a 90% increase over the 2000 to 2017 period. Over the same seventeen-year period, workers 45 to 64 years increased by about 7%.²⁶

- The population identifying as Latinx will continue to grow and be an important driver in the economy. The U.S. Census projects that by about 2040, the Latinx population will account for one-quarter of the nation's population. The share of Latinx population in the Western U.S. is likely to be higher. The Latinx population currently accounts for about 16% of Tualatin's population. In addition, the Latinx population is generally younger than the U.S. average, with many Latinx individuals belonging to the Millennial generation.
- Need for replacement workers. The need for workers to replace retiring Baby Boomers will outpace job growth. According to the Bureau of Labor Statistics, total employment in the United States will grow by about 11.5 million jobs over 2016 to 2026. Annually, they estimate there will be 18.7 million occupational openings over the same period. This exhibits the need for employees over the next decade as the quantity of openings per year is large relative to expected employment growth. About 71% of annual job openings are in occupations that do not require postsecondary education.²⁷
- The importance of education as a determinant of wages and household income. According to the Bureau of Labor Statistics, a majority of the fastest growing occupations will require an academic degree, and on average, they will yield higher incomes than occupations that do not require an academic degree. The fastest-growing occupations requiring an academic degree will be registered nurses, software developers, general and operations managers, accountants and auditors, market research analysts and marketing specialists, and management analysts. Occupations that do not require an academic degree (e.g., retail sales person, food preparation workers, and home care aides) will grow, accounting for approximately 71% of all new jobs by 2026. These occupations typically have lower pay than occupations requiring an academic degree.²⁸

The national median income for people over the age of 25 in 2017 was about \$47,164. Workers without a high school diploma earned \$20,124 less than the median income, and workers with a high school diploma earned \$10,140 less than the median income. Workers with some college earned \$6,916 less than median income, and workers with a bachelor's degree earned \$13,832 more than median. Workers in Oregon experience the

²⁵ "The Health and Retirement Study," 2007, National Institute of Aging, National Institutes of Health, U.S. Department of Health and Human Services.

²⁶ Analysis of 2000 Decennial Census data, 2010 U.S. Census American Community Survey, 1-Year Estimates, and 2017 U.S. Census American Community Survey, 1-Year Estimates, for the table Sex by Age by Employment Status for the Population 16 Years and Over.

²⁷ "Occupational Employment Projections to 2016-2026," Bureau of Labor Statistics, 2018.

²⁸ "Occupational Employment Projections to 2016-2026," Bureau of Labor Statistics, 2018.

same patterns as the nation, but pay is generally lower in Oregon than the national average.²⁹

• Increases in labor productivity. Productivity, as measured by output per hour of labor input, increased in most sectors between 2000 and 2010, peaking in 2007. However, productivity increases were interrupted by the recession. After productivity decreases from 2007 to 2009, many industries saw large productivity increases from 2009 to 2010. Industries with the fastest productivity growth were Information Technology-related industries. These include wireless telecommunications carriers, computer and peripheral equipment manufacturing, electronics and appliance stores, and commercial equipment manufacturing wholesalers.³⁰

Since the end of the recession (or 2010), labor productivity has increased across a handful of large sectors but has also decreased in others. In wholesale trade, productivity—measured in output per hour—increased by 19% over 2009 to 2017. Retail trade gained even more productivity over this period at 25%. Food services, however, have remained stagnant since 2009, fluctuating over the nine-year period and shrinking by 0.01% over this time frame. Additionally, the Bureau of Labor Statistics reports multifactor productivity in manufacturing has been slowing down 0.3% per year over the 2004 to 2016 period. Much of this, they note, is due to slowdown in semiconductors, other electrical component manufacturing, and computer and peripheral equipment manufacturing.³¹

■ The importance of entrepreneurship and growth in small businesses. According to the 2018 Small Business Profile from the US Small Business Office of Advocacy, small businesses account for over 99% of total businesses in the United States, and their employees account for nearly 50% of American workers.³² The National League of Cities suggests ways that local governments can attract entrepreneurs and increase the number of small businesses including strong leadership from elected officials; better communication with entrepreneurs, especially about the regulatory environment for businesses in the community; and partnerships with colleges, universities, small business development centers, mentorship programs, community groups, businesses groups, and financial institutions.³³

²⁹ Bureau of Labor Statistics, Employment Projections, March 2018. http://www.bls.gov/emp/ep_chart_001.htm

³⁰ Brill, Michael R. and Samuel T. Rowe, "Industry Labor Productivity Trends from 2000 to 2010." Bureau of Labor Statistics, *Spotlight on Statistics*, March 2013.

³¹ Michael Brill, Brian Chanksy, and Jennifer Kim. "Multifactor productivity slowdown in U.S. manufacturing," *Monthly Labor Review*, U.S. Bureau of Labor Statistics, July 2018. Retrieved from:

https://www.bls.gov/opub/mlr/2018/article/multifactor-productivity-slowdown-in-us-manufacturing. htm.

³² US Small Business Office of Advocacy. 2018 Small Business Profile.

https://www.sba.gov/sites/default/files/advocacy/2018-Small-Business-Profiles-US.pdf

³³ National League of Cities "Supporting Entrepreneurs and Small Businesses" (2012). https://www.nlc.org/supporting-entrepreneurs-and-small-business

■ Increases in automation across sectors. Automation is a long-running trend in employment, with increases in automation (and corresponding increases in productivity) over the last century and longer. The pace of automation is increasing, and the types of jobs likely to be automated over the next 20 years (or longer) is broadening. Lower paying jobs are more likely to be automated, with potential for automation of more than 80% of jobs paying less than \$20 per hour over the next 20 years. About 30% of jobs paying \$20 to \$40 per hour and 4% of jobs paying \$40 or more are at risk of being automated over the next 20 years.³⁴

Low- to middle-skilled jobs that require interpersonal interaction, flexibility, adaptability, and problem solving will likely persist into the future as will occupations in technologically lagging sectors (e.g. production of restaurant meals, cleaning services, hair care, security/protective services, and personal fitness).³⁵ This includes occupations such as (1) recreational therapists, (2) first-line supervisors of mechanics, installers, and repairers, (3) emergency management directors, (4) mental health and substance abuse social workers, (5) audiologists, (6) occupational therapists, (7) orthotists and prosthetists, (8) healthcare social workers, (9) oral and maxillofacial surgeons, and (10) first-line supervisors of firefighting and prevention workers. Occupations in the service and agricultural or manufacturing industry are most at-risk of automation because of the manual-task nature of the work.^{36,37,38} This includes occupations such as (1) telemarketers, (2) title examiners, abstractors, and searchers, (3) hand sewers, (4) mathematical technicians, (5) insurance underwriters, (6) watch repairers, (7) cargo and freight agents, (8) tax preparers, (9) photographic process workers and processing machine operators, and (10) accounts clerks.³⁹

Consolidation of Retail. Historical shift in retail businesses, starting in the early 1960s, was the movement from one-off, 'mom and pop shops' toward superstores and the clustering of retail into centers or hubs. Notably, we still see this trend persist; for example, in 1997, the 50 largest retail firms accounted for about 26% of retail sales and by 2007, they accounted for about 33%. The more recent shift began in the late 1990s, where technological advances have provided consumers the option to buy goods

³⁴ Executive Office of the President. (2016). Artificial Intelligence, Automation, and the Economy.

³⁵ Autor, David H. (2015). Why Are There Still So Many Jobs? The History and Future of Workplace Automation. Journal of Economic Perspectives, Volume 29, Number 3, Summer 2015, Pages 3–30.

³⁶ Frey, Carl Benedikt and Osborne, Michael A. (2013). The Future of Employment: How Susceptible Are Jobs to Computerisation? Oxford Martin School, University of Oxford.

³⁷ Otekhile, Cathy-Austin and Zeleny, Milan. (2016). Self Service Technologies: A Cause of Unemployment. International Journal of Entrepreneurial Knowledge. Issue 1, Volume 4. DOI: 10.1515/ijek-2016-0005.

³⁸ PwC. (n.d.). Will robots really steal our jobs? An international analysis of the potential long-term impact of automation.

³⁹ Frey, Carl Benedikt and Osborne, Michael A. (2013). The Future of Employment: How Susceptible Are Jobs to Computerisation? Oxford Martin School, University of Oxford.

⁴⁰ Hortaçsu, Ali and Syverson, Chad. (2015). The Ongoing Evolution of US Retail: A Format Tug-of-War. Journal of Economic Perspectives, Volume 29, Number 4, Fall 2015, Pages 89-112.

through e-commerce channels. The trend toward e-commerce has become increasingly preferential to millennials and Generation X, who are easier to reach online and are more responsive to digital ads than older generations. Since 2000, e-commerce sales grew from 0.9% to 6.4% (2014) and are forecasted to reach 12% by 2020. It is reasonable to expect this trend to continue. With it has come closures of retail stores. By 2027 for example, an estimated 15% of about 1,050 U.S. malls in smaller markets will close, impacting local employment levels, local government revenue streams (tax dollars), and neighborhood character.

While it is unclear what impact e-commerce will have on employment and brick and mortar retail, it seems probable that e-commerce sales will continue to grow, shifting business away from some types of retail. Over the next decades, communities must begin considering how to redevelop and reuse retail buildings in shopping centers, along corridors, and in urban centers.

The types of retail and related services that remain will likely be sales of goods that people prefer to purchase in person or that are difficult to ship and return (e.g., large furniture), specialty goods, groceries and personal goods that maybe needed immediately, restaurants, and experiences (e.g., entertainment or social experiences).

- The importance of high-quality natural resources. The relationship between natural resources and local economies has changed as the economy has shifted away from resource extraction. High-quality natural resources continue to be important in some states, especially in the Western U.S. Increases in the population and in households' incomes, plus changes in tastes and preferences have dramatically increased demands for outdoor recreation, scenic vistas, clean water, and other resource-related amenities. Such amenities contribute to a region's quality of life and play an important role in attracting both households and firms.⁴²
- Continued increase in demand for energy. Energy prices are forecasted to increase over the planning period. While energy use per capita is expected to decrease through 2050, total energy consumption will increase with rising population. Energy consumption is expected to grow primarily from industrial (0.9%) and, to a lesser extent, commercial users (0.4%). Residential consumption is forecasted to stagnate (0.0%), and transportation will slightly decrease (-0.1%). This decrease in energy consumption for transportation is primarily due to increased federal standards and increased technology for energy efficiency in vehicles. Going forward through the projection period, potential changes in federal laws (such as decreases in car emissions) leave energy demand somewhat uncertain.

⁴¹ Pew Research Center (2010b). Generations 2010. Retrieved Online at: http://www.pewinternet.org/Reports/2010/Generations-2010.aspx

⁴² For a more thorough discussion of relevant research, *see*, for example, Power, T.M. and R.N. Barrett. 2001. *Post-Cowboy Economics: Pay and Prosperity in the New American West*. Island Press, and Kim, K.-K., D.W. Marcouiller, and S.C. Deller. 2005. "Natural Amenities and Rural Development: Understanding Spatial and Distributional Attributes." *Growth and Change* 36 (2): 273-297.

Energy consumption by type of fuel is expected to change over the planning period. By 2050, the U.S. will continue to shift from crude oil towards natural gas and renewables. For example, from 2017 to 2050, the Energy Information Administration projects that U.S. overall energy consumption will average a 0.4% annual growth rate, while consumption of renewable sources grows at 1.4% per year. With increases in energy efficiency, strong domestic production of energy, and relatively flat demand for energy by some industries, the U.S. will be able to be a net exporter of energy over the 2017 to 2050 period. Demand for electricity is expected to increase, albeit slowly, over 2017 to 2050 as population grows and economic activity increases.⁴³

- Impact of rising energy prices on commuting patterns. As energy prices increase over the planning period, energy consumption for transportation will decrease. These increasing energy prices may decrease willingness to commute long distances, though with expected increases in fuel economy, it could be that people commute further while consuming less energy. 44 Over 2019 to 2035, the U.S. Energy Information Administration estimates in its forecast that the decline in transportation energy consumption a result of increasing fuel economy more than offsets the total growth in vehicle miles traveled (VMT). VMT for passenger vehicles is forecasted to increase through 2050.
- Potential impacts of global climate change. The consensus among the scientific community that global climate change is occurring expounds important ecological, social, and economic consequences over the next decades and beyond. Extensive research shows that Oregon and other western states already have experienced noticeable changes in climate and predicts that more change will occur in the future. 46

In the Pacific Northwest, climate change is likely to (1) increase average annual temperatures, (2) increase the number and duration of heat waves, (3) increase the amount of precipitation falling as rain during the year, (4) increase the intensity of rainfall events, (5) increase sea level, (6) increase wildfire frequency, and (7) increase forest vulnerability to tree disease.⁴⁷ These changes are also likely to reduce winter snowpack and shift the timing of spring runoff earlier in the year.⁴⁸

⁴³ Energy Information Administration, 2018, *Annual Energy Outlook* 2018 with *Projections to* 2050, U.S. Department of Energy, February 2018. https://www.eia.gov/outlooks/aeo/pdf/AEO2018.pdf. Note, the cited growth rates are shown in the Executive Summary and can be viewed here: https://www.eia.gov/outlooks/aeo/data/browser/#/?id=2-AEO2018&cases=ref2018&sourcekey=0.

⁴⁴ Energy Information Administration, 2018, *Annual Energy Outlook 2018 with Projections to 2050*, U.S. Department of Energy, February 2018.

⁴⁵ U.S. Global Change Research Program. National Climate Assessment. 2018. https://nca2018.globalchange.gov/

⁴⁶ Oregon Global Warming Commission. 2018 Biennial Report to the Legislature. 2018. https://www.keeporegoncool.org/reports/

⁴⁷ U.S. Global Change Research Program. *National Climate Assessment*. "Chapter 24: Northwest." 2018. https://nca2018.globalchange.gov/chapter/24/

⁴⁸ Mote, P., E. Salathe, V. Duliere, and E. Jump. 2008. *Scenarios of Future Climate for the Pacific Northwest*. Climate Impacts Group, University of Washington. March. Retrieved June 16, 2009, from

These anticipated changes point toward some of the ways that climate change is likely to impact ecological systems and the goods and services they provide. There is considerable uncertainty about how long it would take for some of the impacts to materialize and the magnitude of the associated economic consequences. Assuming climate change proceeds as today's models predict, however, some of the potential economic impacts of climate change in the Pacific Northwest will likely include:⁴⁹

- Potential impact on agriculture and forestry. Climate change may impact Oregon's agriculture through changes in growing season, temperature ranges, and water availability.⁵⁰ Climate change may impact Oregon's forestry through an increase in wildfires, a decrease in the rate of tree growth, a change in the mix of tree species, and increases in disease and pests that damage trees.⁵¹
- Potential impact on tourism and recreation. Impacts on tourism and recreation may range from (1) decreases in snow-based recreation if snow-pack in the Cascades decreases, (2) negative impacts to tourism along the Oregon Coast as a result of damage and beach erosion from rising sea levels,⁵² (3) negative impacts on availability of water summer river recreation (e.g., river rafting or sports fishing) as a result of lower summer river flows, and (4) negative impacts on the availability of water for domestic and business uses.

Short-term national trends will also affect economic growth in the region, but these trends are difficult to predict. At times, these trends may run counter to the long-term trends described above. A recent example is the downturn in economic activity in 2008 and 2009 following declines in the housing market and the mortgage banking crisis. The result of the economic downturn was decreases in employment related to the housing market, such as construction and real estate. As these industries recover, they will continue to play a significant role in the

http://cses.washington.edu/db/pdf/moteetal2008scenarios628.pdf; Littell, J.S., M. McGuire Elsner, L.C. Whitely Binder, and A.K. Snover (eds). 2009. "The Washington Climate Change Impacts Assessment: Evaluating Washington's Future in a Changing Climate - Executive Summary." In The Washington Climate Change Impacts Assessment: Evaluating Washington's Future in a Changing Climate, Climate Impacts Group, University of Washington. Retrieved June 16, 2009, from www.cses.washington.edu/db/pdf/

wacciaexecsummary638.pdf; Madsen, T. and E. Figdor. 2007. When it Rains, it Pours: Global Warming and the Rising Frequency of Extreme Precipitation in the United States. Environment America Research & Policy Center and Frontier Group.; and Mote, P.W. 2006. "Climate-driven variability and trends in mountain snowpack in western North America." Journal of Climate 19(23): 6209-6220.

ECONorthwest

⁴⁹ The issue of global climate change is complex and there is a substantial amount of uncertainty about climate change. This discussion is not intended to describe all potential impacts of climate change but to present a few ways that climate change may impact the economy of cities in Oregon and the Pacific Northwest.

⁵⁰ "The Economic Impacts of Climate Change in Oregon: A preliminary Assessment," Climate Leadership Initiative, Institute for Sustainable Environment, University of Oregon, October 2005.

⁵¹ "Economic Impacts of Climate Change on Forest Resources in Oregon: A Preliminary Analysis," Climate Leadership Initiative, Institute for Sustainable Environment, University of Oregon, May 2007.

⁵² "The Economic Impacts of Climate Change in Oregon: A preliminary Assessment," Climate Leadership Initiative, Institute for Sustainable Environment, University of Oregon, October 2005.

national, state, and local economy over the long run. This report takes a long-run perspective on economic conditions (as the Goal 9 requirements intend) and does not attempt to predict the impacts of short-run national business cycles on employment or economic activity.

State Trends

Short-Term Trends

According to the Oregon Office of Economic Analysis (OEA), the Oregon economy "continues to hit the sweet spot." They also report, "job gains are enough to match population growth and absorb the workers coming back into the labor market. Wages are rising faster than in the typical state, as are household incomes." Though they note recent growth is slower than growth experienced several years ago.

Wages in Oregon continue to remain below the national average, but they are at its highest point relative to the early 1980s. The OEA reports that new Oregon Employment Department research "shows that median hourly wage increase for Oregon workers since 2014 has been 3.1 percent annually for the past three years." These wage increases are "substantially stronger for the Oregonians who have been continually employed over the last three years."

By the end of 2018, the OEA forecasts 41,700 jobs will be added to Oregon's economy. This is an approximate 2.2% annual growth in total nonfarm employment relative to 2017 levels.⁵⁷ The leisure and hospitality, construction, professional and business services, and health services industries are forecasted to account for well over half of the total job growth in Oregon for 2018. Oregon continues to have an advantage in job growth compared to other states, due to its industrial sector and in-migration flow of young workers in search of jobs.

The housing market continues to recover as Oregon's economy improves. Oregon is seeing an increase in household formation rates, which is good for the housing market as this will "help drive up demand for new houses". 58 Though younger Oregonians are tending to live at home with their parents longer, the aging Millennial generation (from their early 20s to mid-to-late 30s) and the state's increase in migration will drive demand for homes in the coming years. Housing starts in 2018 are on track to just under 22,000 units annually. This is "driven in large part by a decline in multifamily permit activity." Through 2020, the OEA forecasts moderate to strong housing growth. Beyond this time frame, the OEA forecasts an average growth of 24,000

⁵³ Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2018. Vol. XXXVIII, No. 3, page 2.

⁵⁴ Ibid, page 2.

⁵⁵ Ibid, page 5.

⁵⁶ *Ibid*, page 5.

⁵⁷ *Ibid*, page 13.

⁵⁸ *Ibid*, page 13.

⁵⁹ *Ibid*, page 13.

units per year to satisfy the demand for Oregon's growing population and to make up for the under development of housing post-recession.⁶⁰

The Oregon Index of Leading Indicators (OILI) has grown quite rapidly since January 2017. The leading indicators showing improvement are: consumer sentiment, industrial production, initial claims, the manufacturing purchasing managers index (PMI), new incorporations, semiconductor billings, and withholdings. The indicators that are slowing include air freight and the Oregon Dollar Index and the indicators not improving include help wanted ads and housing permits.⁶¹

Oregon's economic health is dependent on the export market. The value of Oregon exports in 2017 was \$21.9 billion. The countries that Oregon exports the most to are China (18% of total Oregon exports), Canada (11%), Malaysia (11%), South Korea (9%), Japan (8%), and Vietnam (7%).⁶² With straining trade relations overseas, specifically with China, Oregon exports are left potentially vulnerable, as China is a top destination for Oregon exports.⁶³ An economic slowdown across many parts of Asia will have a spillover effect on the Oregon economy. Furthermore, with the United States' withdrawal from the Trans-Pacific Partnership in January 2017, it is unclear how much Pacific Northwest trade will be impacted in the years to come.

Long-term Trends

State, regional, and local trends will also affect economic development in Tualatin over the next 20 years. The most important of these trends includes continued in-migration from other states, distribution of population and employment across the state, and change in the types of industries in Oregon.

■ Continued in-migration from other states. Oregon will continue to experience inmigration (more people moving *to* Oregon than *from* Oregon) from other states, especially California and Washington. From 1990 to 2017, Oregon's population increased by about 1.3 million, 66% of which was from people moving into Oregon (net migration). The average annual increase in population from net migration over the same time period was just over 33,200. During the early- to mid-1990's, Oregon's net migration was highest, reaching over 60,000 in 1991, with another smaller peak of almost 42,100 in 2006. In 2017, net migration reached just over 56,800 persons. Oregon has not seen negative net migration since a period of negative net migration in the early- to mid-1980's. 64 Oregon's population has continued to get more ethnically and racially diverse,

⁶⁰ *Ibid*, page 13.

⁶¹ Ibid, page 10.

⁶² United States Census Bureau. State Exports from Oregon, 2014-2017. Retrieved from: https://www.census.gov/foreign-trade/statistics/state/data/or.html.

⁶³ Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2018. Vol. XXXVIII, No. 3, page 14.

⁶⁴ Portland State University Population Research Center. 2017 Annual Population Report Tables. April 2017. Retrieved from: https://www.pdx.edu/prc/population-reports-estimates.

with Latinx populations growing from 8% of the population in 2000 to 13% of the population in 2013-2017. The non-white population grew from 13% of the population to 15% of the population over the same period. The share of Latinx population increased in Tualatin from 2000 to 2013-2017 while the share of the non-white population stayed the same.

- **Forecast of job growth.** Total nonfarm employment is expected to increase from 1.91 million in 2018 to just over 1.99 million in 2022, an increase of 80,000 jobs. The industries with the largest growth are forecasted to be Professional and Business Services, Health Services, and Retail, accounting for 61% of employment growth.⁶⁵
- Continued importance of manufacturing to Oregon's economy. Oregon's exports totaled \$19.4 billion in 2008, nearly doubling since 2000, and reached almost \$22 billion in 2017. The majority of Oregon exports go to countries along the Pacific Rim, with China, Canada, Malaysia, South Korea, and Japan as top destinations. Oregon's largest exports are tied to high tech and mining, as well as agricultural products. Manufacturing employment is concentrated in five counties in the Willamette Valley or Portland area: Washington, Multnomah, Lane, Clackamas, and Marion Counties.
- Shift in manufacturing from natural resource-based to high-tech and other manufacturing industries. Since 1970, Oregon started to transition away from reliance on traditional resource-extraction industries. A significant indicator of this transition is the shift within Oregon's manufacturing sector, with a decline in the level of employment in the Lumber & Wood Products industry and concurrent growth of employment in other manufacturing industries, such as high-technology manufacturing (Industrial Machinery, Electronic Equipment, and Instruments), Transportation Equipment manufacturing, and Printing and Publishing.⁶⁸
- Income. Oregon's income and wages are below that of a typical state. However, mainly due to the wage growth over the last two to three years, Oregon wages are at their highest point relative to other states since the recession in the early 1980's. In 2017, the average annual wage in Oregon was \$51,117, and the median household income was \$60,212 (compared to national average wages of \$53,621 in 2017, and national household income of \$60,336).⁶⁹ Total personal income (all classes of income, minus Social Security

⁶⁵ Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2018. Vol. XXXVIII, No. 3, page 38.

⁶⁶ United States Census Bureau. State Exports from Oregon, 2014-2017. Retrieved from: https://www.census.gov/foreign-trade/statistics/state/data/or.html.

⁶⁷ Oregon Employment Department. *Employment and Wages by Industry (QCEW)*. 2017 Geographic Profile, Manufacturing (31-33). Retrieved from: qualityinfo.org.

⁶⁸ Although Oregon's economy has diversified since the 1970's, natural resource-based manufacturing accounts for about 38% of employment in manufacturing in Oregon in 2017, with the most employment in Food Manufacturing (nearly 30,000) and Wood Product Manufacturing (nearly 23,000) (QCEW).

⁶⁹ Average annual wages are for "Total, all industries," which includes private and public employers. Oregon Quarterly Census of Employment and Wages, 2017. Retrieved from: https://www.qualityinfo.org; Bureau of Labor

contributions, adjusted for inflation) in Oregon is expected to increase by 22%, from \$202.2 billion in 2018 to \$247.5 billion in 2022.70 Per capita income is expected to increase by 16% over the same time period, from \$48,000 (thousands of dollars) in 2018 to \$55,800 in 2022 (in nominal dollars).71

• Small businesses continue to account for a large share of employment in Oregon. While small firms played a large part in Oregon's expansion between 2003 and 2007, they also suffered disproportionately in the recession and its aftermath (64% of the net jobs lost between 2008 and 2010 was from small businesses).

In 2017 small businesses (those with 100 or fewer employees) accounted for 95% of all businesses and 66% of all private-sector employment in Oregon. Said differently, most businesses in Oregon are small (in fact, 78% of all businesses have fewer than 10 employees), but the largest share of Oregon's employers work for large businesses.

The average annualized payroll per employee for small businesses was \$37,149 in 2015, which is considerably less than that for large businesses (\$54,329) and the statewide average for all businesses (\$47,278).⁷² Younger workers are important to continue growth of small businesses across the nation. More than one-third of Millennials (those born between 1980 - 1999) are self-employed, with approximately half to two-thirds interested in becoming an entrepreneur. Furthermore, in 2011, about 160,000 startup companies were created each month; 29% of these companies were founded by people between 20 to 34 years of age.⁷³

• Entrepreneurship in Oregon. The creation of new businesses is vital to Oregon's economy as their formations generate new jobs and advance new ideas and innovations into markets. They also can produce more efficient products and services to better serve local communities. According to the Kauffman Index, Oregon ranked 13th in the country in 2017 for its startup activity, a measurement comprised of three statistics: rate of new entrepreneurs, opportunity share of new entrepreneurs, and startup density. This ranking is higher than its 2016 rank of 15. Oregon's rate of new entrepreneurs (the percent of adults that became an entrepreneur in a given month) was in steady decline post-recession, but since 2013, it has gradually recovered to about 0.34% in 2016. This

Statistics, Quarterly Census of Employment and Wages, 2017; Total, U.S. Census American Community Survey 1-Year Estimates, 2017, Table B19013.

⁷⁰ Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2018. Vol. XXXVIII, No. 3, page 39.

⁷¹ *Ibid*, page 39.

 $^{^{72}\} U.S\ Census\ Bureau,\ 2015\ Statistics\ of\ U.S.\ Businesses,\ Annual\ Data,\ Enterprise\ Employment\ Size,\ U.S\ and\ States.\ https://www.census.gov/data/tables/2015/econ/susb/2015-susb-annual.html.$

⁷³ Cooper, Rich, Michael Hendrix, Andrea Bitely. (2012). "The Millennial Generation Research Review." Washington, DC: The National Chamber Foundation. Retrieved from:

https://www.uschamberfoundation.org/sites/default/files/article/foundation/MillennialGeneration.pdf.

⁷⁴ Kauffman Foundation. *The Kauffman Index, Oregon*. Retrieved from: https://www.kauffman.org/kauffman-index/profile?loc=41&name=oregon&breakdowns=growth|overall,startup-activity|overall,main-street|overall.

rate is still well below Oregon's pre-recession peak of 0.43% in 2000, but its recent growth broadly exhibits business ownership and formation is increasing.



Moreover, in 2018, the Oregon Office of Economic Analysis reports new business applications in Oregon are increasing. They do, however, simultaneously note startup businesses "are a smaller share of all firms than in the past."⁷⁵ Though this measurement of economic activity does not constitute a full understanding of how well entrepreneurship is performing, it does provide an encouraging signal.

Regional and Local Trends

Throughout this section and the report, Tualatin is compared to Washington County, the Portland Region, and the State of Oregon. These comparisons provide context for changes in Tualatin's socioeconomic characteristics.

Availability of Labor

A skilled and educated populace can attract well-paying businesses and employers and spur the benefits that follow from a growing economy. Key trends that will affect the workforce in Tualatin over the next 20 years include growth in its overall population, growth in the senior population, and commuting trends.

Growing Population

Population growth in Oregon tends to follow economic cycles. Oregon's population grew from about 2.8 million people in 1990 to 4.0 million people in the 2013-2017 period, an increase of almost 1.2 million people, at an average annual rate of 1.3%. Oregon's growth rate slowed to 1.0% annual growth between 2000 and 2017.

Tualatin's population increased over the 1990 to 2013-2017 period, by 12,122 residents. Washington County's population also grew over the same time, by 260,517 residents, at a similar rate of growth as Tualatin.

Exhibit 29. Population Growth, Tualatin, Washington County, Portland Region, Oregon U.S., 1990, 2000, 2010, 2017

Source: US Decennial Census 1990, 2000, 2010. ACS 2013-2017 5-year estimate.

					Change 1990 to 2013-2017		
	1990	2000	2010	2013-2017	Number	Percent	Growth Rate
U.S.	248,709,873	281,421,906	308,745,538	321,004,407	72,294,534	29%	0.9%
Oregon	2,842,321	3,421,399	3,831,074	4,025,127	1,182,806	42%	1.3%
Portland Region	1,174,291	1,444,219	1,641,036	1,760,492	586,201	50%	1.5%
Washington County	311,554	445,342	529,710	572,071	260,517	84%	2.3%
Tualatin	15,013	22,791	26,054	27,135	12,122	81%	2.2%

⁷⁵ Lehner, Josh. (August 2018). "Start-Ups, R&D, and Productivity." Salem, OR: Oregon Office of Economic Analysis. Retrieved from: https://oregoneconomicanalysis.com/2015/03/13/start-ups-and-new-business-formation/.

Age Distribution

The number of people aged 65 and older in the U.S. is expected to increase by nearly three-quarters by 2050, while the number of people under age 65 will only grow by 16%. The economic effects of this demographic change include a slowing of the growth of the labor force, need for workers to replace retirees, aging of the workforce for seniors that continue working after age 65, an increase in the demand for healthcare services, and an increase in the percent of the federal budget dedicated to Social Security and Medicare.⁷⁶

Between 2000 and the 2013-2017 period, Tualatin grew older on average (6.3 years).

This increase suggests
Tualatin attracted more
workers in their later adult
lives.

Exhibit 30. Median Age, Tualatin, Washington County, Clackamas County, Multnomah County, 2000 to 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census, Table P013; American Community Survey 2013-2017 5-year estimates, Table B01002.

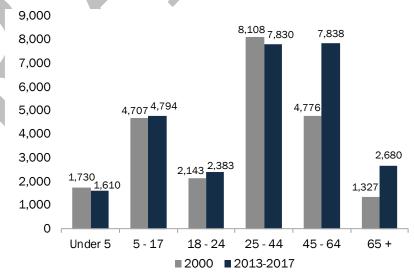
2000	31.9	33.0	37.5	34.9
	Tualatin	Washington	Clackamas	Multnomah
		County	County	County
2013-17	38.2	36.4	41.4	36.8
	Tualatin	Washington County	Clackamas County	Multnomah Countv

Over 2000 to 2013-2017, Tualatin's largest population increase was for those between 45 and 64 years of age.

This age group grew by 3,062 people between 2000 and 2013-2017.

Exhibit 31. Population Change by Age Group, Tualatin, 2000 and 2013-2017

Source: U.S. Census Bureau, 2000 Summary File; American Community Survey, 2013-2017, 5-year estimates, Table B01001.



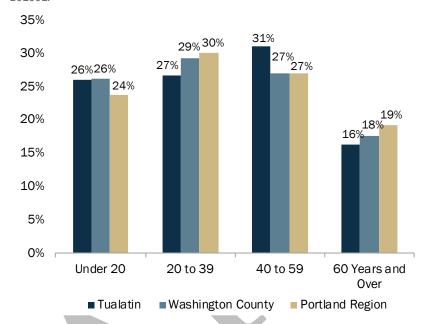
⁷⁶ The Board of Trustees, Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds, 2017, The 2017 Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds, July 13, 2017. The Budget and Economic Outlook: Fiscal Years 2018 to 2028, April 2018.

Compared to Washington County and the Portland Region, Tualatin had a slightly larger proportion of adults aged 40 to 59.

During the 2013-2017 period, 58% of Tualatin residents were between 20 and 59 years of age.

Exhibit 32. Population Distribution by Age, Tualatin, Washington County, Portland Region, 2013-2017

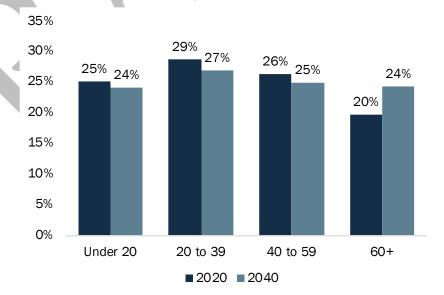
Source: U.S. Census Bureau, American Community Survey, 2013-2017 5-year estimate, Table B01001.



From 2020 to 2040, the share of residents 60 years and older in Washington County is forecast to grow while other age cohorts are forecast to decline proportionately.

Exhibit 33. Population Growth by Age Group, Washington County, 2020 and 2040

Source: Portland State University, Population Research Center, Washington County Forecast, June 2017.



Income

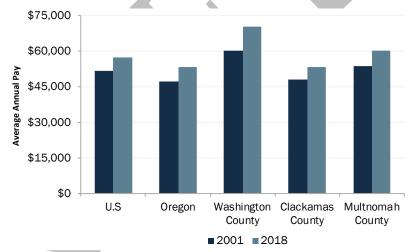
Income and wages affect business decisions for locating in a city. Areas with higher wages may be less attractive for industries that rely on low-wage workers. In the 2013-2017 period, Tualatin's median household income (\$72,580) was similar to the County median (\$74,033). In 2017 (inflation adjusted to 2018 \$), average wages at businesses in Tualatin (\$58,429) were below the County's average (\$70,310, 2018).

Adjusting for inflation, between 2000 and 2018, Washington County's average wages increased as they did in Oregon, the nation, and other counties in the Portland Region. When adjusted for inflation, average annual wages grew by 17% in Washington County and 13% in Oregon.

From 2000 to 2018, average annual wages increased in Washington County as well as other counties in the Portland Region, Oregon, and the nation.

In 2018, the average annual wage was \$70,310 in Washington County, compared to 53,058 in Oregon. Exhibit 34. Average Annual Wage (Inflation-adjusted 2018 \$), Covered Employment, Washington County, Clackamas County, Multnomah County, Oregon, U.S., 2001 to 2018.

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages.



Over the 2013-2017 period, the median household income (MHI) in Tualatin was below Washington County's MHI, comparable to Multnomah County's MHI, and above Clackamas County's MHI.

Exhibit 35. Median Household Income (MHI),77 2013-2017

Source: U.S. Census Bureau, American Community Survey 2013-2017 5-year estimates, Table B19013.

\$72,580

2,580 \$74,033

Tualatin

Washington County

\$60,369

\$72,408

Clackamas County

Multnomah County

⁷⁷ The Census calculated household income based on the income of all individuals 15 years old and over in the household, whether they are related or not.

Tualatin median family income during the 2013-2017 period, similar to median household income, above the median family incomes of Washington County, Clackamas County, and Multnomah County.

Exhibit 36. Median Family Income, 78 2013-2017

Source: U.S. Census Bureau, American Community Survey 2013-2017 5-year estimates, Table B19113.

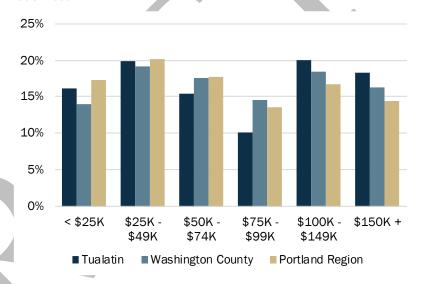
\$95,656 \$85,993
Tualatin Washington County
\$87,858 \$76,557

Clackamas County Multnomah County

During the 2013-2017 period, 48% of Tualatin households earned over than \$75,000 annually, which is comparable to Washington County.

Exhibit 37. Household Income by Income Group, Tualatin, Washington County, Portland Region, 2013-2017

Source: U.S. Census Bureau, American Community Survey 2013-2017 5-year estimates, Table B19001.



⁷⁸ The Census calculated family income based on the income of the head of household, as identified in the response to the Census forms, and income of all individuals 15 years old and over in the household who are related to the head of household by birth, marriage, or adoption.

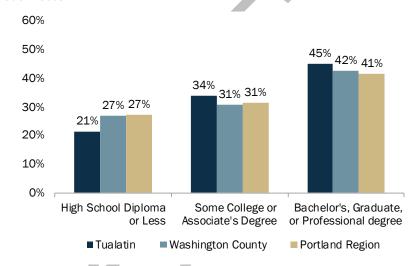
Educational Attainment

The availability of trained, educated workers affects the quality of labor in a community. Educational attainment is an important labor force factor because firms need to be able to find educated workers.

The share of residents, 25 years and older, with a bachelor's degree (or higher) is slightly larger in Tualatin than Washington County and the Portland Region.

Exhibit 38. Educational Attainment for the Population 25 Years and Over, Tualatin, Washington County, and the Portland Region, 2013-2017

Source: U.S. Census Bureau, American Community Survey 2013-2017 5-year estimates, Table B15003.



Race and Ethnicity

Tualatin, like Oregon overall, is becoming more ethnically diverse (while racial diversity has remained about the same). The Latinx community increased in Tualatin between 2000 and 2013-2017, from 12% of the total population to 16%. The non-Caucasian⁷⁹ share of the population stayed the same, from 2000 to 2013-2017 at 13% of the population. The Latinx community in Washington County also increased from 11% to 16%, while the non-Caucasian population increased from 18% to 23% between 2000 and 2013-2017.

Exhibit 39 and Exhibit 40 show the change in the share of Latinx and non-Caucasian populations in Tualatin, compared to Washington County and the Portland Region, between 2000 and 2013-2017.

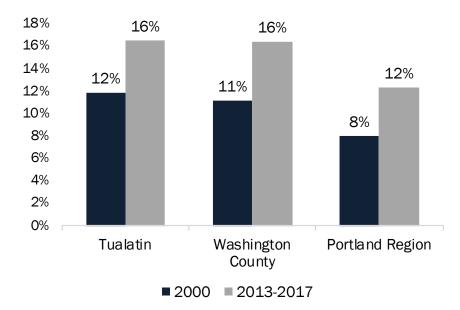
⁷⁹ The non-Caucasian population is defined as the share of the population that identifies as another race other than "White alone" according to Census definitions.

Tualatin's Latinx population increased between 2000 and 2013-2017 from 12% to 16%.

Tualatin and Washington County are more ethnically diverse than the Portland Region.

Exhibit 39. Latinx Population as a Percent of the Total Population, Tualatin, Washington County, and Oregon, 2000 and 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census Table P008, 2013-2017 ACS Table B03002.

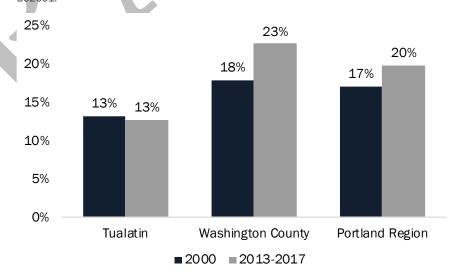


The non-Caucasian population in Tualatin stayed the same (at 13%) between 2000 and 2013-2017.

Tualatin is less racially diverse than Washington County and the Portland Region.

Exhibit 40. Non-Caucasian Population as a Percent of the Total Population, Tualatin, Washington County, and Oregon, 2000 and 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census Table P007, 2013-2017 ACS Table B02001.



Labor Force Participation and Unemployment

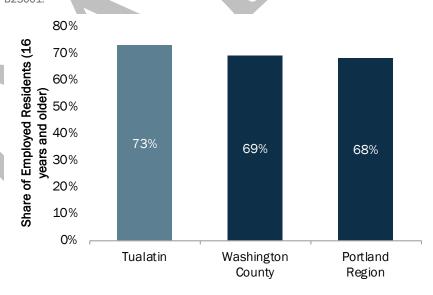
The current labor force participation rate is an important consideration in the availability of labor. The labor force in any market consists of the adult population (16 and over) who are working or actively seeking work. The labor force includes both the employed and unemployed. Children, retirees, students, and people who are not actively seeking work are not considered part of the labor force. According to the 2013-2017 American Community Survey, Washington County had more than 310,426 people in its labor force and Tualatin had 15,643 people in its labor force.

In 2017, the Oregon Office of Economic Analysis reported that 64% of job vacancies were difficult to fill. The most common reason for difficulty in filling jobs included a lack of applications (30% of employers' difficulties), lack of qualified candidates (17%), unfavorable working conditions (14%), a lack of soft skills (11%), and a lack of work experience (9%).80 These statistics indicate a mismatch between the types of jobs that employers are demanding and the skills that potential employees can provide.

Tualatin has a higher labor participation rate than Washington County and the Portland Region.

Exhibit 41. Labor Force Participation Rate, Tualatin, Washington County, Portland Region, 2013-2017

Source: U.S. Census Bureau, American Community Survey 2013-2017 5-year estimates, Table B23001.

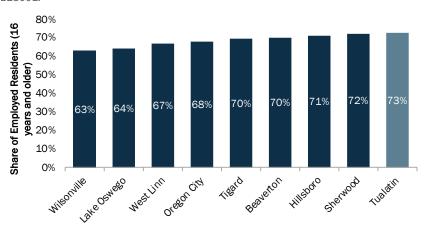


⁸⁰ Oregon's Current Workforce Gaps: Difficult-to-fill Job Openings, Oregon Job Vacancy Survey, Oregon Employment Department, June 2018.

Compared to neighboring cities, Tualatin has the highest labor force participation rate.

Exhibit 42. Labor Force Participation Rate, Tualatin and comparison cities, 2013-2017

Source: U.S. Census Bureau, American Community Survey 2013-2017 5-year estimates, Table B23001.

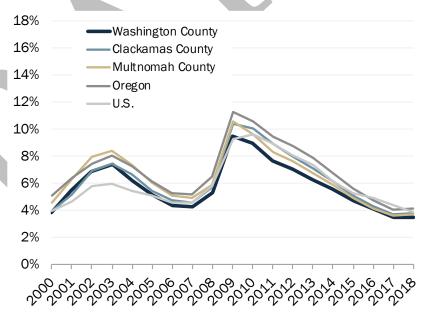


Alongside other counties in the Portland Region, Oregon, and the U.S., the unemployment rate in Washington County has declined since the Great Recession.

In general, Washington County's unemployment rate is below that of other regions.

Exhibit 43. Unemployment Rate, Washington County, Clackamas County, Multnomah County, Oregon, U.S., 2000 – 2018

Source: Bureau of Labor Statistics, Local Area Unemployment Statistics and Labor Force Statistics.



Commuting Patterns

Commuting plays an important role in the Tualatin's economy because employers in these areas are able to access workers from people living in cities across Washington County and the broader Portland Region.

Exhibit 44 shows commuting flows of employees. Of the employees who work in Tualatin (about 23,898 persons), 93% commute into Tualatin from other areas. Of the employees who live in Tualatin (about 12,570 persons), 87% of people commute out of Tualatin to work in other areas.

Tualatin is part of an interconnected regional economy.

More than 22,000 people commute into Tualatin for work, and nearly 11,000 people living in Tualatin commute out of the city for work.

Exhibit 44. Commuting Flows, Tualatin, 2015

Source: U.S. Census Bureau, Census On the Map.



About 7% of people who work at businesses located in Tualatin also live in Tualatin.

The remainder commute from Portland and other parts of the Region.

About 27% of Tualatin residents work in Portland.

About 13% of Tualatin residents live and work in Tualatin.

Exhibit 45. Places Where Workers at Businesses in Tualatin Live, 2015

Source: U.S. Census Bureau, Census On the Map.

15% 7% 6% 5% 4% Portland Tualatin Tigard Beaverton Hillsboro

Exhibit 46. Places Where Tualatin Residents were Employed, 2015

Source: U.S. Census Bureau, Census On the Map.

27% **13**% 9% 7% 6% Portland Tualatin Tigard Beaverton Wilsonville

Exhibit 47. Commuting Patterns of Employees <u>Living</u> in Respective Communities, Tualatin and Comparison Cities in the Portland Region, 2015

Source: U.S. Census Bureau, Census On the Map.

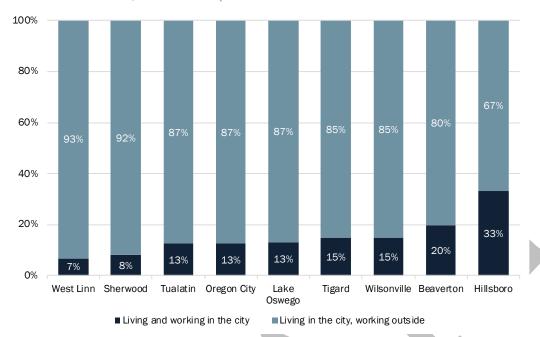
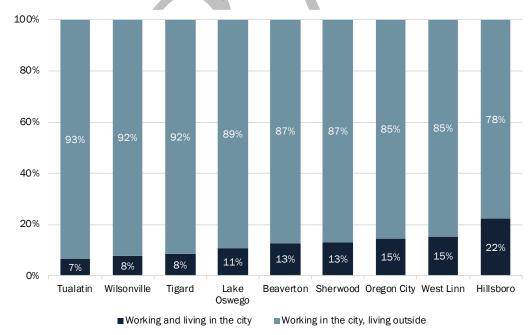


Exhibit 48. Commuting Patterns of Employees Working in Respective Communities, Tualatin and Comparison Cities in the Portland Region, 2015

Source: U.S. Census Bureau, Census On the Map.

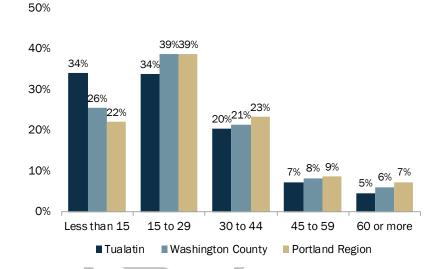


During the 2013-2017 period, about 34% of Tualatin residents had a commute of less than 15 minutes, compared to 26% of residents in Washington County and 22% of residents in the Portland Region.

Most of Tualatin residents (68%) have a commute time that takes less than 30 minutes.

Exhibit 49. Commute Time by Place of Residence, Tualatin, Washington County, and Portland Region, 2013-2017

Source: U.S. Census Bureau, 2013-2017 ACS 5-year estimate, Table B08303.



Over the 2000 to 2013-2017 period, the share of workers that worked from home increased slightly.

Exhibit 50. Percent of Workers Working from Home, Tualatin, 2000 and 2013-2017

Source: U.S. Census Bureau, 2000 Decennial Census Summary File 3 estimates, Table P030; 2013-2017 ACS 5-year estimate, Table B08303.

2000: 4.6%

2013-17: 6.8%

Tourism in the Portland Region and Washington County

Longwoods International provides regional statistics on travel. The following information is from Longwoods International's 2017 Regional Visitor Report for the Portland Region.⁸¹ Broadly, travelers to the Portland Region accounted for:

- 10.9 million overnight trips in 2017, or 32% of all Oregon overnight travel that year.
- The primary market area for travelers over 2016 and 2017 were Oregon, Washington, and California: 28% of the visitors to the Portland Region came from Oregon, 26% came from Washington, and 20% came from California.
- About 48% of visitors stayed 2 or fewer nights over 2016 and 2017 in the Portland Region, 37% stayed 3-6 nights, and 15% stayed 7 or more nights. The average nights spent in the Portland Region was 4.1.
- The average per person expenditures on overnight trips in 2017 ranged from \$16 on transportation at destination to \$66 per night on lodging.
- About 63% of visits to the Portland Region over 2016 and 2017 were via personallyowned automobiles, 22% were by rental car, and 18% were via an online taxi service (such as Lyft or Uber).
- Over 2016 and 2017, visitors tended to be younger- or middle-aged adults, with the average age being about 43.7. Those aged 25 to 44 comprised 43% of overnight visits, 30% were between 45 and 64, and 14% were 65 or older. About 66% of visitors graduated college or completed a post-graduate education. Additionally, 35% of visitors earned less than \$50,000 in household income, 41% earned between \$50,000 and \$99,999, and 24% earned more than \$100,000. The average household income for the Portland Region visitors was about \$70,440.

Washington County's direct travel spending increased 103% from 2000 to 2017.

The Portland Region's direct travel spending increased by 89% over the same period.

Exhibit 51. Direct Travel Spending (\$ millions), 2000 and 2017 Source: Dean Runyan Associates, Oregon Travel Impacts, 1992-2017.

2000: \$2,700 \$410

Portland Region Washington County

2017: \$5.100 \$833

Portland Region Washington County

⁸¹ Travel Oregon. "Portland Oregon Overnight Travel Study: 2017," Longwoods International, October 2018. Retrieved from: https://industry.traveloregon.com/wp-content/uploads/2018/10/OR-2017-Portland-Region-Visitor-Report.pdf.

Washington County's lodging tax receipts increased 243% over 2006 to 2017.

Exhibit 52. Lodging Tax Receipts (\$ millions), 2006 and 2017

Source: Dean Runyan Associates, Oregon Travel Impacts, 1992-2017.

\$4.900 2006:

Washington County

\$16,800 2017:

Washington County

Washington County's largest visitor spending for purchased commodities is food services.

Exhibit 53. Largest Visitor Spending Categories (\$ millions), Washington County, 2018

Source: Dean Runyan Associates, Oregon Travel Impacts, 1992-2017.

\$236.5

\$137.1

\$105.1

Food Services

Accommodations

Retail Sales

Washington County's largest employment generated by travel spending is in the accommodations and food services industry. Exhibit 54. Largest Industry Employment Generated by Travel Spending, Washington County, 2018

Source: Dean Runyan Associates, Oregon Travel Impacts, 1992-2017.

5,940 jobs

1,190 jobs

290 jobs Ground Tran.

Accommodations & Food Services

Arts, Entertainment. and Recreation



Appendix B. Buildable Lands Inventory

Oregon Administrative Rules provide guidance on conducting employment land BLIs:

OAR 660-009-0005:

- (1) "Developed Land" means non-vacant land that is likely to be redeveloped during the planning period.
- (2) "Development Constraints" means factors that temporarily or permanently limit or prevent the use of land for economic development. Development constraints include, but are not limited to, wetlands, environmentally sensitive areas such as habitat, environmental contamination, slope, topography, infrastructure deficiencies, parcel fragmentation, or natural hazard areas.
- (11) "Site Characteristics" means the attributes of a site necessary for a particular industrial or other employment use to operate. Site characteristics include, but are not limited to, a minimum acreage or site configuration including shape and topography, visibility, specific types or levels of public facilities, services or energy infrastructure, or proximity to a particular transportation or freight facility such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes.
- (12) "Suitable" means serviceable land designated for industrial or other employment use that provides, or can be expected to provide the appropriate site characteristics for the proposed use.
- (13) "Total Land Supply" means the supply of land estimated to be adequate to accommodate industrial and other employment uses for a 20-year planning period. Total land supply includes the short-term supply of land as well as the remaining supply of lands considered suitable and serviceable for the industrial or other employment uses identified in a comprehensive plan. Total land supply includes both vacant and developed land.
- (14) "Vacant Land" means a lot or parcel:
 - (a) Equal to or larger than one half-acre not currently containing permanent buildings or improvements; or
 - (b) Equal to or larger than five acres where less than one half-acre is occupied by permanent buildings or improvements.

Unlike with residential lands, the rules for employment lands include the concept of "suitability" which can be affected by factors other than the physical attributes of land. (See OAR 660-009-0005 (11) and (12) above.) The BLI methods do not fully address the suitability factors, rather, they more narrowly assess whether a parcel is buildable based solely on attributes of the land.

The methods used for conducting the Tualatin commercial and industrial BLI is consistent with Oregon statutes. However, the methods used for inventorying land within the city are based on the BLI completed by Metro for the 2018 Urban Growth Report (UGR). Metro is required to complete a BLI for land within the regional UGB every six years, and the agency updated the BLI (based on 2016 data) in January 2018. The methods used for inventorying Tualatin lands attempt to be consistent with Metro's results while also accounting for new development since 2016 and other local conditions, such as unique environmental constraints.

Overview of the Methodology

The BLI for Tualatin is based on the data and methods used by Metro. In addition, ECONorthwest's approach updated Metro's results to account for new development (the Metro 2018 UGR is based on 2016 data) and other potential local conditions, such as unique environmental constraints.

Study Area

The BLI for Tualatin includes all commercial and industrial land designated in the comprehensive plans within city limits and designated planning areas (referred to as Tualatin Planning Area). ECONorthwest used Metro's BLI, which used the 2016 RLIS tax lot database, as the basis for the BLI. We worked with city staff to identify new development or changes since 2016 to reflect Tualatin's commercial and industrial land base in 2019.

Inventory Steps

The BLI consisted of several steps:

- 1. Generating UGB "land base"
- 2. Classifying land by development status
- 3. Identify constraints
- 4. Verify inventory results
- 5. Tabulate and map results

Step 1: Generate "land base."

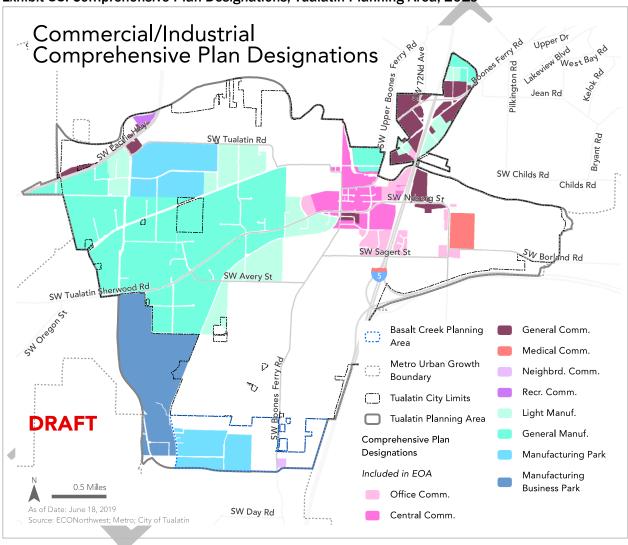
Per Goal 9 this involves selecting all of the tax lots with employment plan designations. Based on information provided by City staff, ECONorthwest included the following plan designations in the BLI:

- Office Commercial
- Central Commercial
- General Commercial
- Medical Commercial
- Neighborhood Commercial
- Recreational Commercial

- Light Manufacturing
- General Manufacturing
- Manufacturing Park
- Manufacturing Business Park

Exhibit 55 shows comprehensive plan designations for the City of Tualatin.

Exhibit 55. Comprehensive Plan Designations, Tualatin Planning Area, 2019



Step 2: Classify lands.

In this step, ECONorthwest classified each tax lot with a plan designation that allow employment uses into one of four mutually exclusive categories based on development status:

- Vacant
- Partially Vacant
- Potentially Redevelopable
- Public or Exempt
- Developed

ECONorthwest used the classification determined through Metro's model: Vacant, Ignore, and Developed. In addition, ECONorthwest included a new classification for partially vacant and potentially redevelopable lots. The definitions for each classification are listed below.

Development Status	Definition	Statutory Authority		
Vacant	Tax lots designated as vacant by Metro based on the following criteria: 1) Fully vacant based on Metro aerial photo 2) Tax lots with less than 2,000 square feet developed AND developed area is less than 10% of lot 3) Lots 95% or more vacant from GIS vacant land inventory	OAR 660-009-005(14)		
Partially Vacant	Lots with an existing single-family dwelling but have been redesignated for commercial or industrial use (e.g., lots in the Basalt Creek Planning Area). These lots are assumed to redevelop in the planning period.	No statutory definition		
Potentially Redevelopable	Lots determined to have redevelopment capacity based on Metro's Threshold Price methodology.	No statutory definition		
Ignore (Public or Exempt uses)	Lots in public or semi-public ownership are considered unavailable for commercial or industrial development. This includes lands in Federal, State, County, or City ownership as well as lands owned by churches and other semi-public organizations and properties with conservation easements. These lands are identified using the Metro's definitions and categories.	No statutory definition		
Developed	Lots not classified as vacant, potentially redevelopable, or public/exempt are considered developed. Developed land includes lots with redevelopment capacity, which are also included in BLI. The capacity of developed but redevelopable lots is based on Metro's estimates.	OAR 660-009-005(1)		

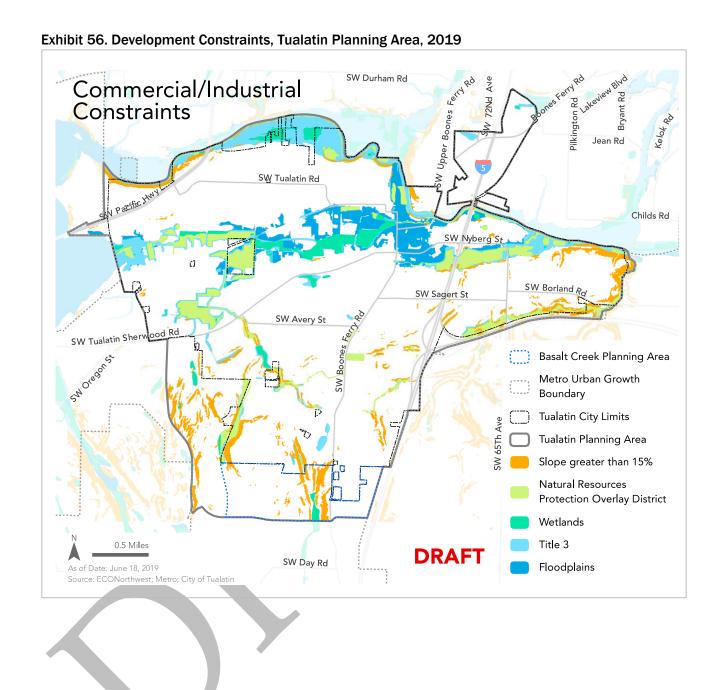
Step 3: Identify constraints

Consistent with OAR 660-008-0005(2) guidance on buildable lands inventories, ECONorthwest deducted certain lands with development constraints from vacant lands. We used some of the constraints established in Metro's methodology, with modifications to fit local considerations in Tualatin. These constraints are summarized in the table below.

Constraint	Statutory Authority	Threshold			
Goal 5 Natural Resource Constraints					
Natural Resources Protection Overlay District	OAR 660-008-0005(2)	Areas in the NRPOD			
Riparian Corridors	OAR 660-015-0000(5)	Areas protected by the Stream and Floodplain Plan			
Wetlands	OAR 660-008-0005(2)	Areas in wetlands			
Natural Hazard Constraints					
100 Year Floodplain	OAR 660-008-0005(2	Lands within FEMA FIRM 100-year floodplain			
Steep Slopes	OAR 660-008-0005(2	Slopes greater than 15%			

The lack of access to water, sewer, power, road or other key infrastructure cannot be considered a prohibitive constraint unless it is an extreme condition. This is because tax lots that are currently unserviced could potentially become serviced over the 20-year planning period.

Exhibit 56 maps the development constraints used for the commercial and industrial BLI.



Step 4: Verification

ECONorthwest used a multi-step verification process. The first verification step included a "rapid visual assessment" of land classifications using GIS and recent aerial photos. The rapid visual assessment involved reviewing classifications overlaid on recent aerial photographs to verify uses on the ground. ECONorthwest reviewed all tax lots included in the inventory using the rapid visual assessment methodology. The second round of verification involved City staff verifying the rapid visual assessment output. ECONorthwest amended the BLI based on City staff review and comments, particularly related to vacant land developed since 2016.

Step 5: Tabulation and mapping

The results are presented in tabular and map format. The Tualatin Commercial and Industrial BLI includes all employment land designated in the comprehensive plan within the Tualatin Planning Area. From a practical perspective, this means that ECONorthwest inventoried all lands within tax lots identified by Metro that fall within the Tualatin Planning Area. The inventory then builds from the tax lot-level database to estimates of buildable land by plan designation.





DATE: July 31, 2019

TO: Tualatin Housing Needs Analysis Project Advisory Committees

CC: Karen Perl Fox, Steve Koper, and Jonathan Taylor FROM: Beth Goodman and Sadie DiNatale, ECONorthwest

SUBJECT: DRAFT: TUALATIN HOUSING STRATEGY

The City of Tualatin contracted ECONorthwest to develop a Housing Needs Analysis and a Housing Strategy for Tualatin. The Housing Needs Analysis will determine whether the City of Tualatin has enough land to accommodate 20-years of population and housing growth. It will characterize housing affordability problems and identify gaps in housing affordability in Tualatin. The Housing Needs Analysis will provide the basis for an update to the City's Comprehensive Plan Housing Element, as well as development of an action plan to implement the housing policies (i.e. the Housing Strategy).

The HNA uses a planning period of 2020-2040. Tualatin is planning for minimum growth of 1,014 new dwelling units within the Tualatin city limits and the Basalt Creek area over the 20-year planning period. The results of the HNA show that Tualatin has a deficit of land designated for housing in the Medium High Density Residential and High Density / High-Rise Residential comprehensive plan designations. While the HNA works with the forecast of growth of 1,014 new dwelling units through 2040, the City may consider potential growth residential growth beyond this forecast as part of development the City's housing strategies in the Tualatin 2040.

A key objective of the HNA and accompanying 2020 housing strategy is to identify options for changes to the City's comprehensive plan and land use regulations needed to address housing and residential land needs. This memorandum presents a Housing Strategy for Tualatin, based on the results of the HNA, and discussions with the Community Advisory Committee (CAC) and Technical Advisory Committee (TAC). The housing strategy presents a comprehensive package of interrelated policy changes that the CAC and TAC recommend the City address.

This housing strategy recognizes that the City does not build housing. The strategy focuses on land use tools to ensure there is adequate land planned and zoned to meet the variety of housing needs and opportunities for a variety of housing types, whether market rate or subsidized. This strategy strives to provide opportunities for lower-cost market rate housing, to the extent possible, to achieve more housing affordability without complete reliance on subsidies, if and when possible and to include subsidized housing as an important tool to meet the need at the lower end of the income spectrum (low, very low and extremely low) in the mix of strategies.

The housing strategy addresses the needs of households with middle, low, very low, or extremely low income. The following describes these households, based on information from the Tualatin Housing Needs Analysis.

- Very low-income and extremely low-income households are those who have an income of 50% or less of Washington County Median Family Income (MFI)¹ which is an annual household income of about \$41,000 or less for a family of four. About 31% of Tualatin's households fit into this category. They can afford a monthly housing cost of \$1,018 or less.² Development of housing affordable to households at this income level is generally accomplished through development of income-restricted housing.
- Low-income households are those who have income of 50% to 80% of Washington County's MFI or income between \$41,000 to \$65,000 for a family of four. About 15% of Tualatin's households fit into this category. They can afford a monthly housing cost of \$1,018 to \$1,625. Households with income below 60% of MFI typically qualify for some types of income-restricted housing. The private housing market often struggles to develop housing affordable to households in this group, especially for the lower income households in the group.
- Middle-income households are those who have income of 80% to 120% of Washington County's MFI or income between \$65,000 to \$98,000 for a family of four. About 15% of Tualatin's households fit into this category. They can afford a monthly housing cost of \$1,625 to \$2,400. The private housing market may develop housing affordable to households in this group.

Through the technical analysis of the HNA and input from the CAC and TAC, the City identified six strategic priorities to meet housing needs identified in the HNA. Strategic priorities are described in greater detail in the section below. Appendix A presents the full text of Tualatin's existing Comprehensive Plan policies for housing. Appendix B presents the information provided to the CAC in the memorandum Housing Policy Tools to Address Needs (dated May 16, 2019).

Tualatin's Housing Strategy

Tualatin's housing strategy is organized around six broad strategic priorities: (1) ensure an adequate supply of land that is available and serviceable; (2) encourage development of a wider variety of housing types; (3) identify strategies to support affordable housing; (4) evaluate funding tools to support residential development; (5) identify redevelopment opportunities; and (6) ensure there are connections between planning for housing and other planning (such as transportation planning, water and wastewater planning, or economic development planning). The broad goal of the Tualatin housing strategy is to help the City manage the land within the Tualatin planning area to meet current and future housing needs while maintaining the character and quality of life in Tualatin and protecting public interests such as housing affordability, health, safety, and municipal revenues.

ECONorthwest

¹ Median Family Income is determined by the U.S. Department of Housing and Urban Development. In 2018, Washington County's MFI was \$81,400.

² This assumes that households pay less than 30% of their gross income on housing costs, including rent or mortgage, utilities, home insurance, and property taxes.

The Tualatin CAC convened seven times between March 2019 and September 2019. The CAC discussed housing at the meetings in March, May, August, and September. The Tualatin TAC met four times between April 2019 and September 2019 and discussed housing at all four meetings (while some meetings included discussions of other topics, as well). The CAC and TAC provided input, through discussions at meetings and opportunities for input on written document, into development of the Housing Strategy.

The recommendations from the CAC and TAC in this strategy consider key findings from the HNA, such as the following examples. The City has a long-term deficit of residential land. The housing market is not building enough housing that is affordable to households with annual incomes less than \$35,000 based on U.S. Census American Community Survey data. The housing market in Tualatin also has a deficit of housing affordable to households earning more than \$150,000.³ The composition of Tualatin's population is becoming older and more diverse. This document presents a comprehensive strategy that provides a variety of opportunities to meet the housing needs of Tualatin's residents at all income levels.

Note to CAC: We will flesh the two paragraphs out further as we continue discussions and finalize the Housing Strategy.

Many of the actions described in the Tualatin Housing Strategy will require legislative amendments to the City's comprehensive plan and/or development code. These actions will be subject to standard notification and hearing procedures. After the housing needs analysis is completed, the Planning Commission and City Council will prioritize the actions suggested in this memorandum, along with other actions suggested for Tualatin 2040. Implementation of high priority actions will begin in 2020, based on City Council direction.

Summary of Actions

Note to CAC: A future version of the Strategy will have a summary in it.

³ This analysis is based on Exhibit 79 in the Tualatin Housing Needs Analysis.

Strategy 1: Ensure an adequate supply of land that is available and serviceable

This strategy is about ensuring an adequate land supply—not only a twenty-year supply (as Goal 10 requires) but also a pipeline of serviced land that is available for immediate development. The following recommended strategies and actions are intended to ensure an adequate supply of residential land through a combination of changes to the Tualatin Development Code, re-zoning land, and long-term regional planning for housing. Efficient use of Tualatin's residential land is key to ensuring that Tualatin has adequate opportunities to grow from 2020 to 2040, and beyond.

Issue Statement

Tualatin's residential land can accommodate about 2,100 new dwelling units, including land within the city limits and Basalt Creek. The forecast for housing growth over the next 20-years is for 1,041 new dwelling units. The results of the HNA show that Tualatin has a **surplus** of capacity for new housing in the Low Density Residential, Medium Low Density Residential, and High Density Residential plan designations but a **deficit** in the Medium High Density Residential and High Density / High-Rise Residential plan designations. Tualatin has a deficit of 103 dwelling units in the Medium High Density Residential designation and a deficit of 101 dwelling units in the High Density / High-Rise Residential designation.

Tualatin has enough land within its planning area to accommodate the forecast for new housing. The existing zoning, however, leads to deficits of land in the Medium High Density Residential and High Density / High-Rise Residential plan designations. Oregon's Statewide Planning System requires cities that do not have enough land within their UGB (or in selected plan designations) to evaluate and implement policies to increase land use efficiently, expand the UGB, or both.

Tualatin is part of the Metro UGB and cannot expand its planning area on its own. Tualatin can, however, increase land use efficiency within its planning area, through re-zoning land or planning for redevelopment to meet the needs in the Medium High Density Residential and High Density / High-Rise Residential plan designations. In addition, Tualatin can monitor growth to ensure that the city continues to have sufficient land for residential growth and work with Metro and other regional partners on future expansions of the Metro UGB to accommodate additional residential development in Tualatin.

Tualatin not only needs land that is vacant but also has urban services that support residential development, such as municipal water service, sewer and wastewater service, storm water management systems, and transportation connections with adequate capacity to accommodate growth.

Goal

Ensure that sufficient land is designated so that the supply is adequate for all needed housing types at needed densities. Consider the development-ready residential land supply as part of

ongoing functional planning efforts to provide necessary urban services in support of residential development.

Recommended Actions

Note to the CAC: Below are actions suggested by the CAC in prior discussions.

Note to the CAC: We fleshed out Action 1.1 as an example of how we will flesh out the actions. Some of the description of actions will be more detailed (like the description below in Action 1.1) and some will be just a few sentences long.

Action 1.1. Evaluate opportunities to increase development densities within Tualatin's existing zones.

This approach seeks to increase housing capacity by increasing allowable density in residential zones. In short, it gives developers the <u>option</u> of building to higher densities. Higher densities increase residential landholding capacity. Higher densities, where appropriate, provide more housing, a greater variety of housing options, and a more efficient use of scarce land resources. Higher densities also reduce sprawl development, adds tax revenue that benefits the City as more units can be built and makes the provision of services more cost effective.

This action will look at increasing allowed densities in the comprehensive plan and decreasing minimum lot size standards and/or allowable densities in all residential zones.

Tualatin could modify the density ranges outlined in the Tualatin Development Code. These are currently:

- Residential Low (RL): 1 -6.4 dwelling units per acre
- Residential Medium-Low Density (RML): 6-10 dwelling units per acre
- Residential Medium-High Density (RMH): 11-15 dwelling units per acre
- Residential High Density (RH): 16-25 dwelling units per acre
- Residential High Density / High Rise (RH/HR): 26-30 dwelling units per acre

With respect to zoning, Tualatin presently has the following zoning standards:

P is permitted, C is conditional, and N is not permitted

Minimum Lot size is in square feet and maximum density is in dwelling units per acre (du/ac)

Zone	Single- Family Detached	Manufact- ured Home on a Lot	Accces- ory Dwelling Unit	Manufact- ured Home Park	Duplex	Town- house	Multi- family
Residential Low (RL)							
Allowed uses	Р	Р	P	N	С	С	С
Minimum Lot Size	6,500 average	6,500 average	-		6,000	6,000	6,000

Zone	Single- Family Detached	Manufact- ured Home on a Lot	Accces- ory Dwelling Unit	Manufact- ured Home Park	Duplex	Town- house	Multi- family
Maximum Density	6.4 du/ac	6.4 du/ac	Accessory to lot with single family dwelling		6.4 du/ac	6.4 du/ac	6.4 du/ac
Residential Medium-l	Low Density (1	RML)					
Allowed uses	С	N	P	P	P	P	P
Minimum Lot Size	4,500				4,356*	1,400	4,356*
Maximum Density	10 du/ac			12 du/ac	10 du/ac	10 du/ac	10 du/ac
Residential Medium-High Density (RMH)							
Allowed uses	N	N	N	N	Р	P	Р
Minimum Lot Size					2,904*	1,400	2,904*
Maximum Density					15 du/ac	15 du/ac	15 du/ac
Residential High Den	sity (RH)	•					
Allowed uses	N	N	N	N	P	Р	Р
Minimum Lot Size					1,742*	1,400	1,742*
Maximum Density					25 du/ac	25 du/ac	25 du/ac
Residential High Den	sity / High Ris	se (RH/HR)					
Allowed uses	N	N	N	N	Р	Р	P
Minimum Lot Size					1,452	1,452	1,452*
Maximum Density					30 du/ac	30 du/ac	30 du/ac
Mixed Use Commercia	al Overlay Zor	ne (MUCOD)					
Allowed uses	N	N	N	N	Р	Р	P
Minimum Lot Size					None	None	None
Maximum Density					50 du/ac	50 du/ac	50 du/ac
Central Tualatin Over	lay Zone (RH/	HR)	•				
Allowed uses	N	N	N	N	Р	Р	P
Minimum Lot Size (Core Area)					5,000	5,000	5,000
Minimum Lot Size (Non-core Area)					25,000	25,000	25,000
Maximum Density					25 du/ac	25 du/ac	25 du/ac

^{*}Note: The lot sizes for duplex and multifamily units is based on development on more than one acre. Development on less than one acre has a different standard for minimum lot size.

Changes to lot size standards are legislative changes to the comprehensive plan and/or zoning code. As such, this process should initiate with the Planning Commission and include opportunities for public input.

Tualatin should evaluate increasing densities in the Residential High and Residential High Density / High Rise to allow buildings that are five to six stories tall (or higher). The City could increase densities to 60 to 100 dwelling units per acre. Alternatively, the City could allow the zoning standards to dictate the number of new dwelling units, based on standards such as building height limitations, parking requirements per unit, lot coverage ratios, setback requirements, and other zoning standards.

Other actions suggested by the CAC

- Provide infrastructure to support development. Note to CAC: This action would likely
 be about coordinating residential development planning with the capital improvement
 planning process, which the City is doing but there may be opportunities for improving
 this coordination.
- Evaluate opportunities to re-zone industrial or commercial land for residential
 uses or mixed-use residential uses. The City should exclude industrial sanctuary
 land from this evaluation, as this land has been identified as regionally significant
 industrial areas.
- Identify opportunities to work with Metro on regional planning for housing, including potential for expansion of the Metro UGB to include the Stafford area.
- As areas are considered for annexation or being brought into the UGB, take into account the complexity and costs for urban services as the land is planned and zoned for future uses.

Other potential actions, not yet discussed with the CAC

Note to the CAC: Below are actions not yet discussed by the CAC but that may be appropriate in Tualatin.

- Evaluate opportunities to re-zone Residential Low Density and Residential Medium Low Density land for higher density housing.
- Evaluate merging High Density zone and the High Density / High Rise zone into
 one zone and evaluate increasing the maximum density and maximum height
 limit allowed in the revised zone.
- Evaluate the dimensional standards (e.g., lot size, setbacks, and lot coverage ratio)
 in all zones to understand the potential impact of development of vacant land,
 especially smaller or irregularly shaped lots to identify barriers to infill
 development.

- Develop and implement a system to monitor the supply of residential land every two years. This includes monitoring residential development (through permits) as well as land consumption (e.g. development on vacant, or redevelopable lands).
- Reevaluate Tualatin's housing needs and land sufficiency on a regular basis tied to the Metro Growth Management cycle (i.e., every six years), as part of the City's coordination with Metro.



Strategy 2: Encourage development of a wider variety of housing types

This strategy focuses on actions that are intended to ensure new residential structures developed in Tualatin are diverse and include for example: "missing middle, "workforce," "low to moderate income senior" housing and other housing products to achieve housing affordability for households typically at income levels of 60-120% MFI to meet Tualatin's 20-year housing needs.

Issue Statement

Continued increases in housing costs may increase demand for denser housing (e.g., multifamily housing, single-family attached housing, and compact single-family detached housing). To the extent that denser housing types are more affordable than larger housing types (i.e., single-family detached units on larger lots, such as 2,500 square foot dwelling units on lots larger than 5,000 square feet), continued increases in housing costs will increase demand for denser housing.

Tualatin's housing mix in the 2013-2017 period⁴ was 53% single-family detached, 6% single-family attached, and 41% multifamily. Of the multifamily housing, about 5% are low-density multifamily housing types such as duplexes, tri-plexes, and quad-plexes. The HNA assumes that the housing mix of *new* dwelling units in Tualatin will be about 40% single-family detached, 15% single-family attached, and 45% multifamily.

Note to CAC: The mix of housing described above is the mix shown in Scenario 4 in the HNA. This may be refined with continued discussion among the CAC.

To achieve this mix, Tualatin will need to implement policies that allow a wider variety of middle-density housing types (e.g. cottage cluster, townhouses, duplexes, tri-plexes, and quadplexes), as well as higher-density housing types (e.g., apartment buildings taller than four stories and mixed-use buildings).

In addition, Tualatin will add workforce housing types to provide conveniently located housing in proximity to employment opportunities to attract needed labor force for its industrial and commercial zones and mixed-use overlay zones. Workforce housing types include (but are not limited to): live-work units, "skinny" single-family detached housing, townhouses, cottage housing, duplexes and triplexes, and less costly types of multifamily housing.

Goal

Allow and encourage the development of a broader diversity of housing types, including middle-density housing types and higher-density housing types.

Recommended Actions

Note to the CAC: Below are actions suggested by the CAC in prior discussions.

⁴ Based on 2013-2017 ACS 5-year estimates for Tualatin.

Action 2.1. Allow and encourage development of duplexes, cottage housing, townhomes, row houses, and tri- and quad-plexes in lower density residential zones.

Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types. This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones. These housing types provide additional affordable housing options and allow more residential units than would be achieved by detached homes alone.

The City has already partially implemented this strategy. Tualatin allows duplexes, townhouses, and multifamily housing as a conditional use in the Residential Low zone. Tualatin allows duplexes, townhouses, and multifamily housing as a permitted use in the Medium-Low Density and Medium-High Density zones.

This strategy would move Tualatin towards compliance with the potential requirements of House Bill 2001, which passed during the 2019 Legislative session. The bill requires cities within the Metro UGB to allow "middle" housing types in low-density residential zones. The bill defines middle housing types as:

- (A) Duplexes;
- (B) Triplexes;
- (C) Quadplexes;
- (D) Cottage clusters; and
- (E) Townhouses.

To comply with House Bill 2001, Tualatin will need to:

- Allow cottage cluster as a housing type in the Residential Low zone. Tualatin may want
 to allow cottage cluster housing in the Medium-Low Density and Medium-High Density
 zones. Tualatin will also need to include development standards in the Tualatin
 Development Code.
- Allow duplexes, townhouses, and multifamily housing as a permitted use in the Residential Low zone.

Other actions suggested by the CAC

• Evaluate increasing building heights for multifamily buildings in the High Density-High Rise zone (RH-HR). The current maximum height is 64 feet. The maximum height varies if the structure includes underground parking (5 stories) or first floor parking (6 stories)

- Evaluate increasing building heights for multifamily buildings in the High Density zone (RH). The current maximum height is 35 feet, which may be increased to 50 feet with a conditional use permit (and larger than required setbacks).
- Evaluate opportunities to increase mixed-use development in commercial zones.
- Adopt a PUD ordinance to allow flexibility in both development standards and housing types, subject to a maximum density, in exchange for provision of protected open space, through a land use application process that would require a hearing about the proposed development with the Planning Commission.
- Allow concrete podium housing (over 5 stories tall) in the High Density zone. Note: This is consistent with the actions to increase height limitations in the High Density zone in Strategy 1. The key barriers to allowing this type of construction are height limitations and maximum densities, both of which vary among zones.

Other potential actions, not yet discussed with the CAC

Note to the CAC: Below are actions not yet discussed by the CAC but that may be appropriate in Tualatin.

- Conduct an audit of the City's zoning code to identify barriers to residential development and identify alternatives for lowering or eliminating the barriers.
- Evaluate allowing of a tiny house in clusters with shared central amenities (such as open space) to allow for development of small single-family detached housing clustered on a lot.
- Evaluate reductions to off-street parking requirements for multifamily housing including for affordable housing serving seniors, for additional provision of bicycles parking and proximity of transit stop within ¼ mile. Consider requiring off-street parking but not parking garages. Also consider allowing on-street parking within a certain distance of a development to count for a specific number or percentage of off-street parking required for that development.

Strategy 3: Support development of housing that is affordable for all households

The following recommended strategy and actions are intended to use a deliberate set of mandates and incentives to support the development of new affordable housing and preserve existing affordable housing.

Issue Statement

Availability of housing that is affordable to households at all income levels is a key issue in Tualatin. For the purposes of this strategy, affordable housing is defined as: 1) housing for very low-income and extremely low-income households at 50% or below of Median Family Income⁵ (\$41,000 in 2018), 2) housing for low-income households with income between 51% and 80% of MFI (\$41,000 to \$65,000 in 2018), and 3) housing for middle-income households with income between 81% and 120% MFI (\$65,000 to \$98,000 in 2018).

The City's policy options for providing opportunities to build housing, especially affordable housing (both market-rate and government subsidized affordable housing) are limited. The most substantial ways the City can encourage development of housing is through ensuring that enough land is zoned for residential development, assembling and purchasing land for affordable housing development, eliminating barriers to residential development where possible, and providing infrastructure in a cost-effective way.

Based on the actions identified below and the priorities set by decision makers, the City should develop a comprehensive housing strategy that includes and supports development of long-term (30-60 years) affordable housing by any of the following: government-subsidized non-profit developed, private developed and/or developed in partnership between any of the following: public, non-profit and/or private developers. The Tualatin Housing Program will be a program that uses a variety of tools, such as those described in this memorandum, to lower barriers to and encourage affordable housing development.

Goal

The goal of this strategy is to promote more lower-cost housing, with a focus on low- and middle-income housing. This focus is to ensure housing that is affordable to workers at businesses in Tualatin.

Recommended Actions

Note to the CAC: Below are actions suggested by the CAC in prior discussions.

 Evaluate opportunities to support and leverage the funding from the Metro bond (discussed in Strategy 4) for development of low-income housing, which would be

⁵ Based on U.S. Department of Housing and Urban Development Median Family Income of \$81,400 for Washington County in 2018.

affordable to households earning less than 80% of Median Family Income in Washington County (\$65,000 for a household size of four people). Some examples of support include:

- Reduce or waive systems development charges (SDCs) and Transportation Development Tax (TDT) fees.
- o Develop a sliding scale for systems development charges (SDCs) and TDT fees.
- Evaluate developing a tax exemption program, such as the Multiple Unit Housing tax exemption or the Low Income Rental Housing tax exemption.
- Evaluate adoption of a tax exemption to support newly rehabilitated or constructed multiunit rental housing.
- Evaluate development of a Vertical Housing Program, which would offer a
 partial tax exemption for mixed-use development that includes commercial and
 residential development.
- Provide density bonuses for development of housing affordable to households with income below 80% MFI Income in Washington County (\$65,000 for a household size of four people).
- Identify opportunities to assist with assembly of land into a single tax lot or multiple adjacent tax lots in certain cases (i.e. mixed-use development with more than one developer involved) to support development of affordable housing.
- Identify a Tualatin staff member who coordinates programs that support development of all types of affordable housing.
- Coordinate economic development planning with planning for residential development to emphasize growth of jobs that pay at or above Tualatin's average wage (\$57,300 in 2017).
- Support and potentially partner with employers who interested in developing an Employer Assisted Housing program to provide grants or loans to support rehabilitation or new housing development.

Other potential actions, not yet discussed with the CAC

Note to the CAC: Below are actions not yet discussed by the CAC but that may be appropriate in Tualatin.

- Identify surplus publicly-owned properties that could be used for affordable housing and partner with the developer(s) of low-income housing to develop affordable housing affordable to households earning less than 60% of MFI.
- Partner with organizations to support programs that preserve market-rate housing and
 affordable housing, such as provision of grants or low-interest loans to support
 rehabilitation of existing, older single-family detached homes in poor condition,
 extending existing Low Income Housing Tax Credit projects for additional term or
 converting to long-term affordable housing

- Partner with organizations to establish a land bank or land trust, to support affordable housing by reducing or eliminating land cost from the development process.
- Develop an expedited review process for development of affordable housing projects that target housing affordability at 80% of Median Family Income or less.
- Partner with Washington County Housing Services to identify resources for developing additional housing affordable for low, very low, extremely low income households.
- Partner with Washington County Housing Services to identify resources for developing additional housing affordable for middle-income households.
- Partner with Oregon Housing and Community Services (OHCS) to identify resources for developing additional housing affordable for both very low-income households and middle-income households.

Strategy 4: Identify funding tools to support residential development

The following recommended strategy and actions are intended to consider a range of funding tools that Tualatin may implement and use to support residential development.

Issue Statement

Funding for affordable housing and the infrastructure that serves residential land is becoming increasingly difficult. Cities have adopted a broad range of tools to support affordable housing. The nature of those tools is dependent on local factors: tax base, council support, competing priorities, etc.

Funding affordable housing programs from existing revenue sources may be challenging. Supplemental tools will be necessary if the city wants to support residential development.

Goal

Explore creative ways to support development of affordable housing and infrastructure development.

Recommended Actions

Note to the CAC: Below are actions suggested by the CAC in prior discussions.

• Evaluate opportunities to use and leverage funds from the Metro housing bond to support development of affordable housing.⁶ Washington County is allocated \$118.9 million from the bond. The County's draft Local Implementation Strategy allocates \$17.5 million for new construction of about 175 units of housing affordable for individuals and families. In addition, the County anticipates \$30.6 million in additional funds to support

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⁶ The Metro housing bond is for \$652.8 million, the majority of it will support development of at least 3,900 new affordable units. Most of the new units will be affordable to households with income of 60% MFI (\$48,600 for a family of four) or less. Funds from the bond measure can be used for: building new affordable, housing purchase and rehabilitate existing housing, buy land for new affordable housing, and produce affordable homeownership units.

this housing development from sources such as: Low Income Housing Tax Credits (LIHTC), private resources such as loans from private banks, property tax exemptions, Washington County HOME Partnership Investment Program funds, Washing County Housing Production Opportunity Fund, and resources from partner jurisdictions (such as fee waivers or exemptions, donated or discounted land, grants, or other resources).

Encourage partnerships with City by non-profits and private developers.

Other potential actions, not yet discussed with the CAC

Note to the CAC: Below are actions not yet discussed by the CAC but that may be appropriate in Tualatin.

- As the City evaluates establishing a new urban renewal district (which is an on-going
 process within the City currently, evaluate opportunities to support development of
 affordable housing programs (Strategy 3) funded through urban renewal. The City
 should also evaluate development of infrastructure (Strategy 1) and redevelopment
 opportunities (Strategy 5) to support residential development.
- Evaluate a Construction Excise Tax (CET) on new development to pay for developer incentives, such as fee and SDC waivers, tax abatements, or finance-based incentives.
- Evaluate other sources of revenues for funding affordable housing development, through working with the City's finance and legal staff.
- Evaluate development of a Local Improvement District to support upgrades needed to support new housing development.

Strategy 5: Identify redevelopment opportunities

This strategy focuses on actions that are intended to identify redevelopment opportunities in areas where housing would be appropriate.

Issue Statement

Tualatin has a deficit of land for housing, a deficit of 103 dwelling units in the Medium High Density Residential designation and a deficit of 101 dwelling units in the High Density / High-Rise Residential designation. Some (or perhaps all) of this deficit could be accommodated through redevelopment of existing areas within Tualatin, where there are opportunities to increase the intensity of land uses. Redevelopment opportunities may also provide opportunities for development of mixed-use areas that are more walkable, have amenities that households frequently access (e.g., schools, medical facilities, parks, retail, restaurants, and other services), and have access to transit, consistent with the actions in Strategy 6.

Redevelopment may require actions from other strategies, such as: increasing allowable densities, up-zoning, density bonuses for affordable housing, land assembly, reduced parking requirements, tax abatement program to support housing development, and funding support such as Urban Renewal or Local Improvement District.

Goal

Redevelop selected areas of Tualatin to create vibrant mixed-use districts that include new housing opportunities.

Recommended Actions

Note to the CAC: Below are actions suggested by the CAC in prior discussions.

- Identify areas with opportunities for redevelopment to increase capacity for multifamily housing development, such as the Commons.
- Work with landowners to evaluate opportunities for redeveloping vacant buildings for new housing, such as vacant big-box stores.

Other potential actions, not yet discussed with the CAC

Note to the CAC: Below are actions not yet discussed by the CAC but that may be appropriate in Tualatin.

- Identify three to four areas within Tualatin for redevelopment into mixed-use areas, with a mixture of higher-density housing and employment uses such as retail, office, and commercial services.
- Require that redevelopment of parcels have a redevelopment plan that shows how the
 property will be redeveloped into a vibrant area with a mixture of uses, connections
 with Tualatin's automotive and pedestrian/bicycle transportation networks, and a
 variety of housing types.

• Identify policies that support development of entry-level housing, possibly in conjunction with infill development or redevelopment.

Strategy 6: Ensure there are connections between planning for housing and other community planning

This strategy focuses on actions that are intended to ensure coordination between planning for housing and other community planning, such as transportation planning or neighborhood planning.

Issue Statement

Discussions of residential development lead to discussions of the design of neighborhoods and connectivity in Tualatin and a desire for more deliberate planning of new residential development to integrate multiple modes of transportation, access to parks and schools, and retail and services in or near neighborhoods. Given that large parts of Tualatin are already built out, this type of planning will need to consider long-term redevelopment opportunities to retrofit the existing built environment into neighborhoods with these characteristics.

This type of planning should occur with attention paid to equity issues, ensuring that neighborhoods with these characteristics are developed in a way that does not displace existing households and provides opportunity for housing for all residents of Tualatin, regardless of income, age, or race/ethnicity. This implies development of neighborhoods with a mixture of incomes, homeowners and renters, and a mixture of housing types (i.e., both single-family detached housing and attached or multifamily housing).

Goal

Ensure that Tualatin develops as a walkable and complete community with amenities that are easily accessible to people who live in Tualatin.

Recommended Actions

Note to the CAC: Below are actions suggested by the CAC in prior discussions.

- Evaluate opportunities to decrease dependence on automotive transportation, such as increased focus on development in walkable and bikeable areas and increases in transit service (amount and frequency of transit, as well as increased destinations for transit).
- Evaluate opportunities to expand transit and improve transportation connectivity in Tualatin particularly from the future SW Corridor station in Bridgeport to the Tualatin's Town Center and vital services and out to the neighborhoods.
- Evaluate opportunities to address capacity issues on Tualatin's roads to ease congestion and make traveling by car within Tualatin and to areas outside of Tualatin easier.
- Evaluate opportunities for planning transit-oriented development, as transit becomes more available in Tualatin.

- Implement a design framework for mixed-use neighborhoods that results in neighborhoods where residents have easy, convenient access to many of the places and services they use daily without relying heavily on a car. The framework would include the following elements: walkable neighborhoods, with access to transit, with nearby parks (i.e., within one-quarter mile), near retail and restaurants, and near schools. The neighborhood would have higher concentrations of people and are complete with the sidewalks, bike lanes and bus routes that support a variety of transportation options.
 - Note: In larger cities, these are referred to as "20 minute neighborhoods" but given Tualatin's smaller size, the scale might be more like "10 minute neighborhoods."
- Evaluate opportunities for residential development closer to jobs in Tualatin, to make it easier for people to walk, bicycle, or use transit to get to work.
- Evaluate opportunities to support development of housing that is affordable to workers at businesses in Tualatin to ensure that people who work in Tualatin have the opportunity to live in Tualatin. These opportunities are parts of the strategies throughout this memorandum.
- Ensure that newly developed areas are safe for residents, through design standards for the built environment. Integration of public safety services in or near neighborhoods.

Other potential actions, not yet discussed with the CAC

Note to the CAC: Below are actions not yet discussed by the CAC but that may be appropriate in Tualatin.

Appendix A: Tualatin's Existing Comprehensive Plan Policies

Section 4.050 General Growth Objectives.

Note to CAC: The following section includes objectives related to housing and that are not directly related to housing.

The following are general objectives used as a guide to formulate the Plan. The objectives are positive statements to de-scribe the Plan's intent to:

- (1) Provide a plan that will accommodate a population range of 22,000 to 29,000 people.
- (2) Cooperate with the Metropolitan Service District to reach regional consensus on population growth projections within the Tualatin area.
- (3) Conform to Metropolitan Service District (Metro) procedures for initiating amendments to the Metro Urban Growth Boundary.
- (4) Provide a plan that will create an environment for the orderly and efficient transition from rural to urban land uses.
- (5) Convert agricultural land only if needed for urban uses.
- (6) Arrange the various land uses so as to minimize land use conflicts and maximize the use of public facilities as growth occurs.
- (7) Prepare a balanced plan meeting, as closely as possible, the specific objectives and assumptions of each individual plan element.
- (8) Define the urban growth boundary.
- (9) Prepare a plan providing a variety of living and working environments.
- (10) Encourage the highest quality physical design for future development.
- (11) Coordinate development plans with regional, state, and federal agencies to as-sure consistency with statutes, rules, and standards concerning air, noise, water quality, and solid waste. Cooperate with the U.S. Fish and Wildlife Service to minimize adverse impacts to the Tualatin River National Wildlife Refuge from development in adjacent areas of Tualatin.
- (12) Adopt measures protecting life and property from natural hazards such as flooding, high groundwater, weak foundation soils and steep slopes.
- (13) Develop regulations to control sedimentation of creeks and streams caused by erosion during development of property.
- (14) Develop a separate growth program that controls the rate of community growth and is acceptable to the Land Conservation and Development Commission.

- (15) Arrange the various land uses in a manner that is energy efficient.
- (16) Encourage energy conservation by arranging land uses in a manner compatible with public transportation objectives.
- (17) Maintain for as long a period as possible a physical separation of non-urban land around the City so as to maintain its physical and emotional identity within urban areas of the region.
- (18) Fully develop the industrial area located in Washington County west of the City only when adequate transportation facilities are available and the area has been annexed to the City and served with water and sewer services.
- (19) Cooperate with Washington County to study the methods available for providing transportation, water and sewer service to the industrial area west of the City, designating this area as a special study area.
- (20) Initiate annexation of property within the Urban Growth Boundary planned for residential development only when petitioned to do so by owners of the affected property, including cases involving unincorporated "islands" of property surrounded by land annexed previously.
- (21) Territories to be annexed shall be in the Metro Urban Growth Boundary.
- (22) Address Metro's Urban Growth Management Functional Plan, Title 13, Nature in Neighborhoods, through the conservation, protection and restoration of fish and wildlife habitat, including Metro's Regionally Significant Fish and Wildlife Habitat, through the Tualatin Basin Natural Resource Coordinating Committee and the Tualatin Basin Program.
 - (a) Support and implement the elements of the Tualatin Basin Program to:
 - (i) Develop and adopt local policies and regulations to implement the provisions of the Tualatin Basin Program.
 - (ii) Adopt low impact development (LID) provisions to reduce environmental impacts of new development and remove barriers to their utilization.
 - (iii) Coordinate with Clean Water Services (CWS) to implement their Healthy Streams Action Plan and other programs such as their Stormwater Management Plan and Design and Construction Standards.
 - (iv) Coordinate with CWS, Metro and others to develop and support the funding, voluntary and educational components of the Tualatin Basin Program.

- (v) Coordinate with CWS, Metro and others to develop and support the monitoring and adaptive management components of the Tualatin Basin Program.
- (b) Continue active participation in the Tualatin Basin Natural Resources Coordinating Committee and the Steering Committee to support and implement the Tualatin Basin Program.
- (c) Coordinate with CWS and Metro to update Metro's Regionally Significant Fish and Wildlife Habitat Inventory Map. Changes to the Inventory Map will be ongoing as on-site inventories are conducted as part of private and public construction projects.
- (d) Support and implement provisions allowing public access to planned public facilities.

Section 5.030 General Objectives.

The following are general objectives used to guide the development of the residential housing element of the Plan. They describe the Plan's intent to:

- (1) Provide for the housing needs of existing and future City residents.
- (2) Provide housing opportunities for residents with varied income levels and tastes that are esthetically and functionally compatible with the existing community housing stock.
- (3) Cooperate with the Housing Authority of Washington County and the Housing Division of Clackamas County to identify sites, projects and developers to provide the City's fair share of assisted housing units for low and moderate income households, and participate in the region's Housing Opportunity Plan.
- (4) Locate higher density development where it is convenient to the City's commercial core, near schools, adjacent to arterial and collector streets and, as much as possible, in areas with existing multi-family housing and provide residential opportunities in selected commercial areas through the Mixed Use Commercial Overlay District.
- (5) Provide areas that are suitable for manufactured dwelling parks and areas that are suitable for subdivisions that will accommodate manufactured homes.
- (6) Provide areas that will accommodate small-lot subdivisions.
- (7) Develop specific and enforceable design standards for multi-family developments, town-houses, manufactured homes, manufactured dwelling parks and small-lot subdivisions.
- (8) Encourage owner occupancy of multi-family developments and other housing units within the City.

- (9) Encourage subdividers and other residential developers to consider the need for solar access on residential construction sites.
- (10) Provide for the raising of agricultural animals and agricultural structures in areas that are presently used for this purpose and that are not buildable due to their location in the 100-year flood plain.
- (11) Require that all residential development adjacent to Expressways be buffered from the noise of such Expressways through the use of soundproofing devices such as walls, berms or distance. Density transfer to accommodate the-se techniques is acceptable.
- (12) Encourage the development of attached housing in accordance with the RML Planning District in the area of the Norwood Express-way/Boones Ferry Road intersection.
- (13) Provide truck routes for industrial traffic that provide for efficient movement of goods while protecting the quality of residential areas.
- (14) Protect residential, commercial, and sensitive industrial uses from the adverse environmental impacts of adjacent industrial use.
- (15) Protect adjacent land uses from noise impacts by adopting industrial noise standards.
- (16) Protect the Tonquin Scablands from ad-verse impacts of adjacent development. This includes the main Scabland area in the vicinity of the Burlington Northern Railroad tracks which is preserved through the use of the Wet-lands Protection District and the Greenway and Riverbank Protection District. This also includes other elements of the Scabland formations found farther to the east. These latter areas will be preserved on a case-by-case basis as development occurs through preservation in their natural state, allowing residential density transfer through the small lot subdivision, common wall housing, and condominium condition-al use processes.
- (17) Protect wooded areas identified on the Natural Features Map found in the Technical Memorandum by requiring their preservation in a natural state, by integrating the major trees in-to the design of the parking lots, buildings, or landscaping areas of multi-family complexes and non-residential uses, or in low density areas through the small lot, common wall, or condominium conditional use. If it is necessary to remove a portion or all of the trees, the replacement landscape features shall be subject to approval through the Architectural Review process, except for conventional single family subdivisions.

Appendix B: Housing Policy Tools to Address Needs

This appendix presents the information provided to the CAC in the memorandum Housing Policy Tools to Address Needs (dated May 16, 2019).

The City of Tualatin contracted ECONorthwest to develop a Housing Needs Analysis and a Housing Strategy for Tualatin. The Housing Needs Analysis will determine whether the City of Tualatin has enough land to accommodate 20-years of population and housing growth. It will characterize housing affordability problems and identify gaps in housing affordability in Tualatin. The Housing Needs Analysis will provide the basis for an update to the City's Comprehensive Plan Housing Element, as well as development of an action plan to implement the housing policies (i.e. the Housing Strategy).

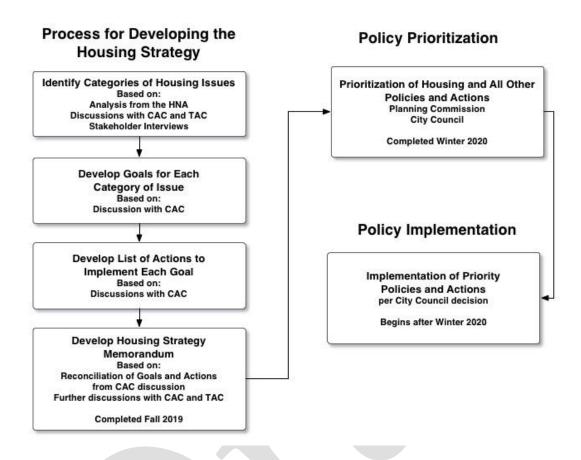
This memorandum provides a range of housing policy options for the City of Tualatin to consider as it addresses its housing needs. These policy options are commonly used by cities in Oregon and other states. Policy options are categorized as follows:

- Land Use Regulations
- Increase Housing Types
- Financial Assistance to Homeowners and Renters
- Lower Development or Operational Costs
- Funding Sources to Support Residential Development

The intention of this memorandum is to provide a toolbox of potential policies and actions that the City can use to address strategic issues. Exhibit 1 illustrates the process for developing the housing strategy and incorporating the strategy into the broader Tualatin 2040 process. Through this project, the CAC and TAC will provide feedback and recommendations that will be used to develop the Tualatin Housing Strategy. The May 23 CAC meeting will begin this process with the following steps: (1) identify categories of housing issues, (2) develop goal(s) to address each category of issue, and (3) developing a list of actions to implement each goal. At a subsequent CAC meeting, we will discuss one or more drafts of the Housing Strategy memorandum, which will document the housing issues, goals, and actions.

After the conclusion of this project, the Housing Strategy will be combined with other policies and actions and will be prioritized by the Tualatin Planning Commission and City Council. The policies and actions will be implemented per the Tualatin City Council's direction once prioritization is completed.

Exhibit 1. Process for developing and implementing the housing strategy



Options for Housing Policy Tools

This memorandum provides the City with information about potential policies that could be implemented in Tualatin to address the City's housing needs. Implementing some of the strategies in this memorandum may be beyond Tualatin's current staff or financial resources.

For many of the policy tools described below, we give an approximate scale of impact. The purpose of the scale of impact is to provide some context for whether the policy tool generally results in a little or a lot of change in the housing market. The scale of impact depends on conditions in the City, such as other the City's other existing (or newly implemented) housing policies, the land supply, and housing market conditions. We define the scale of impact as follows:

- A **small** impact may not directly result in development of new housing or it may result in development of a small amount of new housing, such as 1% to 3% of the needed housing (which is 10 to 30 dwelling units for Tualatin). In terms of housing affordability, a small impact may not improve housing affordability in and of itself. A policy with a small impact may be necessary but not sufficient to increase housing affordability.
- A **moderate** impact is likely to directly result in development of new housing, such as 3% to 5% of needed housing (which is 30 to 50 dwelling units for Tualatin). In terms of

housing affordability, a moderate impact may not improve housing affordability in and of itself. A policy with a moderate impact may be necessary but not sufficient to increase housing affordability.

• A **large** impact is likely to directly result in development of new housing, , such as 5% to 10% (or more) of needed housing (which is 50 to 100 dwelling units for Tualatin). In terms of housing affordability, a **large** impact may improve housing affordability in and of itself. A policy with a large impact may still need to work with other policies to increase housing affordability.



Land Use Regulations

The following policies focus on ways in which the City can modify its current land use regulations in order to increase housing affordability and available housing stock. Policies are broken into two categories: those that affect regulatory changes, and those which increase the land available for housing.

Strategy Name	Description	Scale of Impact	
Regulatory Cha	Regulatory Changes		
Administrative and Procedural Reforms	Regulatory delay can be a major cost-inducing factor in development. Oregon has specific requirements for review of development applications. However, complicated projects frequently require additional analysis such as traffic impact studies, etc. A key consideration in these types of reforms is how to streamline the review process and still achieve the intended objectives of local development policies.	Scale of Impact - Small. The level of impact on production of housing and housing affordability will be small and will depend on the changes made to the city's procedures. Streamlining procedures may be necessary but not sufficient to increase housing production on its own.	
Expedited / Fast-tracked Building Permit	Expedite building permits for pre-approved development types or building characteristics (e.g. green buildings). City of Bend offers expedited review and permitting for affordable housing. Any residential or mixed-use development that receives local, state or federal affordable housing funding is eligible to receive a written decision by the Planning Department within two weeks of the date of submittal. For projects that require more complex planning review, a decision will be written or the first public hearing will be held within six weeks of the date of submittal.	Scale of Impact - Small. Expedited permit processing will benefit a limited number of projects. It may be necessary but not sufficient to increase housing production on its own.	
Streamline Zoning Code and other Ordinances	Complexity of zoning, subdivision, and other ordinances can make development more difficult, time consuming, and costly. Streamlining development regulations can result in increased development. As part of the streamlining process, cities may evaluate potential barriers to affordable workforce housing and multifamily housing. Potential barriers may include: height limitations, complexity of planned unit development regulations, parking requirements, and other zoning standards. Many of the remaining tools in this section focus on changes to the zoning code.	Scale of Impact - Small to moderate. The level of impact on production of housing and housing affordability will depend on the changes made to the zoning code and other ordinances.	

Strategy Name	Description	Scale of Impact
Allow Small Residential Lots	Small residential lots are generally less than 5,000 sq. ft and sometimes closer to 2,000 sq ft This policy allows individual small lots within a subdivision. Small lots can be allowed outright in the minimum lot size and dimensions of a zone, or they could be implemented through the subdivision or planned unit development ordinances. This policy is intended to increase density and lower housing costs. Small-lots limit sprawl, contribute to a more efficient use of land, and promote densities that can support transit. Small lots also provide expanded housing ownership opportunities to broader income ranges and provide additional variety to available housing types. Cities across Oregon allow small residential lots, including many cities in the Metro area.	Scale of Impact – Small to moderate. Cities have adopted minimum lot sizes as small as 2,000 sq. ft. However, it is uncommon to see entire subdivisions of lots this small. Small lots typically get mixed in with other lot sizes. This tool generally increases density and amount of single-family detached and townhouse housing in a given area, decreasing housing costs as a result of decreasing amount of land on the lot.
Mandate Maximum Lot Sizes	This policy places an upper bound on lot size and a lower bound on density in single-family zones. For example, a residential zone with a 6,000 sq. ft. minimum lot size might have an 8,000 sq. ft. maximum lot size yielding an effective net density range between 5.4 and 7.3 dwelling units per net acre. This approach ensures minimum densities in residential zones by limiting lot size. It places bounds on building at less than maximum allowable density. Maximum lot sizes can promote appropriate urban densities, efficiently use limited land resources, and reduce sprawl development. This tool is used by some cities but is used less frequently than mandating minimum lot sizes.	Scale of Impact—Small to moderate. Mandating maximum lot size may be most appropriate in areas where the market is building at substantially lower densities than are allowed or in cities that do not have minimum densities. This tool generally increases density and amount of single-family detached and townhouse housing in a given area, decreasing housing costs as a result of decreasing amount of land on the lot.

Strategy Name	Description	Scale of Impact
Mandate Minimum Residential Densities	This policy is typically applied in single-family residential zones and places a lower bound on density. Minimum residential densities in single-family zones are typically implemented through maximum lot sizes. In multifamily zones, they are usually expressed as a minimum number of dwelling units per net acre. Such standards are typically implemented through zoning code provisions in applicable residential zones. This policy increases land-holding capacity. Minimum densities promote developments consistent with local comprehensive plans and growth assumptions. They reduce sprawl development, eliminate underbuilding in residential areas, and make provision of services more cost effective. Mandating minimum density is generally most effective in medium and high density zones where single-family detached housing is allowed. The minimum density ensures that low-density single-family housing is not built where higher-density multifamily housing could be built.	Scale of Impact—Small to moderate. Increasing minimum densities and ensuring clear urban conversion plans may have a small to moderate impact depending on the observed amount of underbuild and the minimum density standard. For cities that allow single-family detached housing in high density zones, this policy can result in a moderate or larger impact.
Increase Allowable Residential Densities	This approach seeks to increase holding capacity by increasing allowable density in residential zones. It gives developers the option of building to higher densities. This approach would be implemented through the local zoning or development code. This strategy is most commonly applied to multifamily residential zones. For cities with maximum densities, consider removing maximum allowable densities. This change may be most relevant. Higher densities increase residential landholding capacity. Higher densities, where appropriate, provide more housing, a greater variety of housing options, and a more efficient use of scarce land resources. Higher densities also reduce sprawl development and make the provision of services more cost effective.	Scale of Impact—Small to moderate. This tool can be most effective in increasing densities where very low density is currently allowed or in areas where a city wants to encourage higher density development. This tool generally increases density and amount of single-family detached and townhouse housing in a given area, decreasing housing costs as a result of decreasing amount of land on the lot.

Strategy Name	Description	Scale of Impact
Allow Clustered Residential Development	Clustering allows developers to increase density on portions of a site, while preserving other areas of the site. Clustering is a tool most commonly used to preserve natural areas or avoid natural hazards during development. It uses characteristics of the site as a primary consideration in determining building footprints, access, etc. Clustering is typically processed during the site review phase of development review.	Scale of Impact—Moderate. Clustering can increase density, however, if other areas of the site that could otherwise be developed are not developed, the scale of impact can be reduced.
Reduced Parking Requirements	Jurisdictions can reduce or eliminate minimum off-street parking requirements, as well as provide flexibility in meeting parking requirements. Reducing parking requirements positively impact development of any type of housing, from single-family detached to multifamily housing. Reduced parking requirements are most frequently used in conjunction of development of subsidized affordable housing, but cities like Portland have reduced or eliminated parking requirements for market-based multifamily housing in specific circumstances. City of Bend offers parking reductions for affordable housing and transit proximity. Parking for affordable housing units is 1 space per unit regardless of size, compared to 1 space per studio or 1 bedroom unit, 1.5 spaces per 2-bedroom unit, and 2 spaces per 3- or more bedroom unit for market-rate multifamily development or 2 spaces per market rate detached dwelling unit. Affordable housing units must meet the same eligibility criteria as for other City of Bend affordable housing incentives City of Portland offers parking exceptions for affordable housing and sites adjacent to transit. The City of Portland allows housing developments that meet the inclusionary zoning requirements to reduce parking requirements to zero if located near frequent transit service, and to exclude the affordable housing units from parking requirements for developments located further from frequent transit service. The City also allows market rate housing developments located near frequent transit service to provide little or no parking, depending on the number of units in the development.	Scale of Impact—Small to moderate. The City could require the developer to prove the need and public benefit or reducing parking requirements to increase housing affordability. Reducing parking requirements can have a moderate to large impact on housing affordability if little or no parking is required.

Strategy Name	Description	Scale of Impact
Reduce Street Width Standards	This policy is intended to reduce land used for streets and slow down traffic. Street standards are typically described in development and/or subdivision ordinances. Reduced street width standards are most commonly applied on local streets in residential zones. This strategy could be applied to alleys, when required, to ensure that alleys are relatively narrow to reduce development and maintenance costs. Narrower streets make more land available to housing and economic-based development. Narrower streets can also reduce long-term street maintenance costs.	Scale of Impact—Small. This policy is most effective in cities that require relatively wide streets.
Preserving Existing Housing Supply	Housing preservation ordinances typically condition the demolition or replacement of certain housing types on the replacement of such housing elsewhere, fees in lieu of replacement, or payment for relocation expenses of existing tenants. Preservation of existing housing may focus on preservation of smaller, more affordable housing. Approaches include: • Housing preservation ordinances • Housing replacement ordinances • Manufactured home preservation • Single-room-occupancy ordinances • Regulating demolitions	Scale of Impact—Small to moderate. Preserving small existing housing can make a difference in the availability of affordable housing in a city but it is limited by the existing stock housing, especially smaller, more affordable housing. Cities with older housing stock are more likely to benefit from this policy.

Strategy Name	Description	Scale of Impact
Inclusionary Zoning	Inclusionary zoning policies tie development approval to, or provide regulatory incentives for, the provision of low- and moderate-income housing as part of a proposed development. Mandatory inclusionary zoning requires developers to provide a certain percentage of low-income housing. Incentive-based inclusionary zoning provides density or other types of incentives.	Scale of Impact—Small to moderate. Inclusionary zoning has recently been made legal in Oregon. The scale of impact would depend on the inclusionary zoning policies adopted by the city.
	The price of low-income housing passed on to purchasers of market-rate housing. Inclusionary zoning impedes the "filtering" process where residents purchase new housing, freeing existing housing for lower-income residents.	
	Oregon's inclusionary zoning laws apply to structures with 20 or more multifamily units, with inclusion of units that are affordable at 80% of the median family income of the city.	
	The City of Portland has implemented an inclusionary zoning program. While Portland's inclusionary zoning program is resulting in production of affordable multifamily units, there is considerable discussion and disagreement about the impact of number of multifamily units being built and potential changes in the location of units.	

Increasing Land Available for Housing The types of land rezoned for housing are vacant or partially vacant low-density Scale of Impact - Small to Re-designate residential and employment land rezoned to multifamily or mixed use. In large. Scale of impact depends or rezone land for housing rezoning land, it is important to choose land in a compatible location, such as on the amount and location of land that can be a buffer between an established neighborhood and other denser land rezoned and the densities uses or land adjacent to existing commercial uses. When rezoning employment allowed on the rezoned land. land, it is best to select land with limited employment capacity (i.e., smaller parcels) in areas where multifamily housing would be compatible (i.e., along transit corridors or in employment centers that would benefit from new housing). This policy change increases opportunity for comparatively affordable multifamily housing and provides opportunities for mixing residential and other compatible uses. Cities across Oregon frequently re-zone and re-designate land to address deficits of land for new housing. Encourage This tool seeks to encourage denser multifamily housing as part of mixed-use Scale of Impact - Small to multifamily projects in commercial zones. Such policies lower or eliminate barriers to moderate. Many cities already residential development in commercial or mixed-use zones. They include: encourage multifamily housing residential eliminating requirements for non-residential uses in commercial zones (e.g., in commercial zones. Further development in requirements for ground floor retail) or requiring minimum residential densities. encouraging multifamily housing commercial in commercial zones would zones This policy can increase opportunities for multifamily development on likely have a small impact, as commercial or mixed-use zones or increase the density of that development. multifamily housing is allowed in Cities across Oregon frequently encourage multifamily housing development in many of the commercial areas commercial zones, either as stand-along residential buildings or as mixed-use where it would be desirable. buildings. Unless it is publicly subsidized, mixed-use development generally results in relatively costly housing because ground floor commercial development is

relatively expensive.

Transfer or Purchase of Development Rights	This policy is intended to move development from sensitive areas to more appropriate areas. Development rights are transferred to "receiving zones" and can be traded and can increase overall densities. This policy is usually implemented through a subsection of the zoning code and identifies both sending zones (zones where decreased densities are desirable) and receiving zones (zones where increased densities are allowed). Transfer of development rights is done less frequently in Oregon, as cities generally zone land for higher density housing where they would like it to occur. This policy is frequently used by cities outside of Oregon.	Scale of Impact - Small to moderate. Actual impact will depend on the extent to which the policy is used. TDRs may have little impact on overall densities since overall density is not changed; rather it is moved around. TDRs can be used to encourage higher densities in selected areas.
Provide Density Bonuses to Developers	The local government allows developers to build housing at densities higher than are usually allowed by the underlying zoning. Density bonuses are commonly used as a tool to encourage greater housing density in desired areas, provided certain requirements are met. This strategy is generally implemented through provisions of the local zoning code and is allowed in appropriate residential zones. Bonus densities can also be used to encourage development of low-income or workforce affordable housing. An affordable housing bonus would allow for more housing units to be built than allowed by zoning if the proposed project provides a certain number of affordable units. City of Bend offers affordable housing density and height bonuses. Qualifying affordable housing projects are eligible for a 10-foot building height bonus for multifamily housing when affordable housing units are gained and for a density bonus. The density increase is based on the percentage of affordable housing units within the proposed development: if 10% of the units are affordable, the maximum density is 110% of the standard maximum density. The maximum density bonus is 50% above the base density. Qualifying projects must be affordable to households at or below 60% of the AMI for rental housing and at or below 80% of the AMI for ownership housing, and require development agreements and restrictions to ensure continued affordability. Ashland has four different density bonuses, one of which is for development of affordable housing at higher densities and another for energy-efficient housing. Affordable housing projects meeting eligibility requirements (including rental housing affordable to households at or below 60% of AMI or ownership housing affordable to households at or below 60% of AMI or ownership housing affordable to households at or below 60% of AMI or ownership housing affordable to	Scale of Impact – Small to moderate. Cities provide density bonuses on a case-by-case basis, which results in a small and sometimes moderate impact in many cities. Density bonuses can have a greater impact on housing affordability when the bonus increases the number of affordable units developed.

of two units for each affordable housing unit provided, up to a maximum of a 35% increase in density.

Kirkland Washington offers density bonuses for duplex, triplex, and cottage homes. Cottage homes (limited to 1,500 square feet of floor area) and two- and three-unit homes (up to 1,000 square feet of floor area average per unit) are allowed at double the density of detached dwelling units in the underlying zone.

Increase Housing Types

The following policies focus on ways in which the City can increase the types of housing available in order to increase housing affordability. Policies focus on increasing housing density or the number of residents within existing City lots.

Strategy Name	Description	Scale of Impact
Allow Duplexes, Cottage housing, Townhomes, Row Houses, and Tri- and Quad-Plexes in low density zones	Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types. This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones. These housing types provide additional affordable housing options and allow more residential units than would be achieved by detached homes alone. House Bill 2001 may require cities to allow some of these housing types in	Scale of Impact – Small to moderate. Allowing these types of housing in more zoning districts may provide relatively few number of new, relatively affordable, housing opportunities.
	single-family zones.	
Allow Cottage housing, Tri- and Quad-Plexes Townhomes, Row Houses, Stacked Townhouses, Cottage Courts, Duplex/Townhouse Courts, & Garden Apartments in	Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types. This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones. These housing types provide additional affordable housing options and allow more residential units than would be achieved by detached homes alone.	Scale of Impact – Small to Large. Allowing these types of housing in more zoning districts may provide up to a large number of new, relatively affordable, housing opportunities. The scale of impact will depend, in part, on the amount of vacant or redevelopable land in medium density zones, as well as the types

Strategy Name	Description	Scale of Impact
medium density zones		of housing newly allowed in the medium density zone.
Allow Stacked Townhouses, Garden Apartments and larger-scale Apartments in high density zones	Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types. This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones. These housing types provide additional affordable housing options and allow more residential units than would be achieved by detached homes alone.	Scale of Impact – Small to Large. Allowing these types of housing in more zoning districts may provide up to a large number of new, relatively affordable, housing opportunities. The scale of impact will depend, in part, on the amount of vacant or redevelopable land in high density zones, as well as the types of housing newly allowed in the high density zone.
Allow Live-Work housing or Mixed- use housing in commercial zones	Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types. This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones. These housing types provide additional affordable housing options and allow more residential units than would be achieved by detached homes alone.	Scale of Impact – Small to Large. Allowing these types of housing in more zoning districts may provide up to a large number of new, relatively affordable, housing opportunities.
Remove barriers to Development of Accessory Dwelling Units (ADUs) in single- family zones	As of July 1, 2018, ORS 197.312 requires cities to allow at least one ADU for each detached single-family dwelling in areas zoned for detached single-family dwellings. Jurisdictions can make development of ADUs more likely by limiting restrictive standards and procedures, such as reducing systems development charges for ADUs, reducing or eliminating parking requirements, or allowing ADUs regardless of where the primary dwelling is owner-occupied.	Scale of Impact - Small. Oregon law recently changed to require cities to allow ADUs.

Strategy Name	Description	Scale of Impact
Allow small or "tiny" homes	"Tiny" homes are typically dwellings that are 500 square feet or smaller. Some tiny houses are as small as 100 to 150 square feet. They include stand-alone units or very small multifamily units. Tiny homes can be sited in a variety of ways: locating them in RV parks (they are similar in many respects to Park Model RVs), tiny home subdivisions, or allowing them as accessory dwelling units.	Scale of Impact - Small: Scale of impact depends on regulation of tiny homes, where they are allowed, and market demand for tiny homes.
	Smaller homes allow for smaller lots, increasing land use efficiency. They provide opportunities for affordable housing, especially for homeowners. Portland and Eugene allow tiny homes as temporary shelter for people experiencing homelessness.	

Lower Development or Operational Costs

The following policies focus on ways in which the City and other entities involved in development can provide financial assistance to lower development or operational costs in a city in order to increase housing affordability and available housing stock.

Strategy Name	Description	Scale of Impact
Programs or poli	cies to lower the cost of development	
Parcel assembly	Parcel assembly involves the city's ability to purchase lands for the purpose of land aggregation or site assembly. It can directly address the issues related to limited multifamily lands being available in appropriate locations (e.g., near arterials and commercial services). Typical goals of parcel assembly programs are: (1) to provide sites for rental apartments in appropriate locations close to services and (2) to reduce the cost of developing multifamily rental units	Scale of Impact - Small to large. Parcel assembly is most likely to have an effect on a localized area, providing a few opportunities for new multifamily housing development over time.
	Parcel assembly can lower the cost of multifamily development because the City is able to purchase land in strategic locations over time. Parcel assembly is often associated with development of affordable housing (affordable to households with income below 60% of MFI), where the City partners with nonprofit affordable housing developers.	
	Parcel assembly can be critically important role for cities to kick start quality affordable housing and work force housing projects that can be positive catalysts too for market rate development.	

Strategy Name	Description	Scale of Impact
Land Banking	Land banks support housing development by reducing or eliminating land cost from development, with the goal of increasing the affordability of housing. They can take several forms. Many are administered by a non-profit or non-governmental entity with a mission of managing a portfolio of properties to support affordable housing development over many years or decades. Ideally, a land bank is set up to manage financial and administrative resources, including strategic property disposal, for the explicit purpose of supporting affordable housing development. Cities can partner with non-profits or sometimes manage their own land banks. Cities may also donate, sell, or lease publicly-owned land for the development of affordable housing even without a formal 'land bank' organization. Land banks are purposed for short-term ownership of lands. Lands acquired are often vacant, blighted, or environmentally-contaminated. Land banks may also acquire lands with title defects or of which derelict structures sit. Lands are eventually transferred to a new owner for reuse and redevelopment.	Scale of Impact - Small to large. A land bank will have the biggest impact on production of low- and moderate-income affordable housing. Considering how difficult it is to build this type of affordable housing and the level of need for affordable housing, a land trust could increase nonprofits' capacity to build affordable housing.
Land Trusts	A land trust is typically a nonprofit organization that owns land and sells or leases the housing on the land to income-qualified buyers. Because the land is not included in the housing price for tenants / buyers, land trusts can achieve below-market pricing. Land trusts are most commonly used as a method for supporting affordable home ownership goals. Land trusts are purposed for long-term stewardship of lands and buildings. Lands / buildings acquired may have need for remediation or redevelopment. Lands / buildings may have also been acquired to preserve affordability, prevent deferred maintenance, or protect against foreclosure Proud Ground (Portland Metro Area) was founded in 1999 and has grown into one of the largest community land trusts in the country. The organization focuses on affordable homeownership and controls ground leases associated with 270 homes in Multnomah, Washington, Clackamas, and Clark County.	Scale of Impact - Small to large. A land trust will have the biggest impact on production of low- and moderate-income affordable housing. Considering how difficult it is to build this type of affordable housing and the level of need for affordable housing, a land trust could increase nonprofits' capacity to build affordable housing.

Strategy Name	Description	Scale of Impact
Public Land Disposition	The public sector sometimes controls land that has been acquired with resources that enable it to dispose of that land for private and/or nonprofit redevelopment. Land acquired with funding sources such as tax increment, EB-5, or through federal resources such as CDBG or HUD Section 108 can be sold or leased at below market rates for various projects to help achieve redevelopment objectives. This increases development feasibility by reducing development costs and gives the public sector leverage to achieve its goals via a development agreement process with the developer. Funding can come from Tax Increment, CDBG/HUD 108, or EB-5.	Scale of Impact – Small to moderate. Depends on whether the City has surplus land that would be appropriate for future housing development.
	Cities across Oregon use publicly land to support affordable and market-rate of housing development. In some cases, municipalities put surplus public land into land banks or land trusts.	
	Tri-Met is evaluating re-use of construction staging sites for future affordable housing and/or transit-orient development sites.	
	Cottage Grove is working with the school district to discuss and plan for use of surplus school district land for future housing development.	

Strategy Name	Description	Scale of Impact
Reduced / Waived Building Permit fee, Planning fees, or SDCs	Programs that reduce various development fees as an incentive to induce qualifying types of development or building features. There are a number of avenues to seek reduced or waived fees. For example, stormwater improvements can be made through the Commercial Stormwater Fee Reduction. There are commonly used tools, often implemented in conjunction with development agreements or other development negotiation processes. City of Portland offers SDC exemptions for affordable housing. Portland's SDC Exemption Program exempts developers of qualifying affordable housing projects from paying SDCs levied by the City of Portland for transportation, water, parks and environmental services. Eligible rental projects must serve households earning at or below 60% of the AMI for a 60-year period. Portland also offers SDC waivers for development of ADUs. City of McMinnville offers SDC exemptions and reduced permit fees for affordable housing. Building and planning permit fees for new or remodel housing construction projects are reduced by 50% for eligible projects and SDCs for transportation, wastewater and parks are exempted at 100%. Reductions/exemptions are prorated for mixed use or mixed-income developments. The property must be utilized for housing for low-income persons for at least 10 years or the SDCs must be paid to the city.	Scale of Impact - Small.
SDC Financing Credits	May help to offset the an SDC charge, which is a one-time fee that is issued when there is new development or a change in use. SDC financing enables developers to stretch their SDC payment over time, thereby reducing upfront costs. Alternately, credits allow developers to make necessary improvements to the site in lieu of paying SDCs. Note that the City can control its own SDCs, but often small cities manage them on behalf of other jurisdictions including the County and special districts. SDCs are granted when the project makes lasting improvements, such as improving roads, reducing number of trips, create or improve parks or recreational centers, and permanently removing water services.	Scale of Impact – Small to moderate. The City may consider changes in SDCs to allow financing but the City would want to ensure that the impact should be spread-out and non-negatively impact one entity.

Strategy Name	Description	Scale of Impact
Sole Source SDCs	Retains SDCs paid by developers within a limited geographic area that directly benefits from new development, rather than being available for use city-wide. This enables SDC-eligible improvements within the area that generates those funds to keep them for these improvements. Improvements within smaller areas can enhance the catalytic and redevelopment value of the area. This tool can also be blended with other resources such as LIDs and Urban Renewal (Tax Increment Financing). Funding can come from an SDC fund or general fund. In some cases, there may be no financial impact. The housing can come in the form of student, low-income, or workforce housing.	Scale of Impact – Small to moderate. Depends on how the tool is implemented and whether it is used with other tools, such as LIDs or Urban Renewal.
Fees or Other Dedicated Revenue	Directs user fees into an enterprise fund that provides dedicated revenue to fund specific projects. Examples of those types of funds can include parking revenue funds, stormwater/sewer funds, street funds, etc. The City could also use this program to raise private sector funds for a district parking garage wherein the City could facilitate a program allowing developers to pay fees-in-lieu or "parking credits" that developers would purchase from the City for access "entitlement" into the shared supply. The shared supply could meet initial parking need when the development comes online while also maintaining the flexibility to adjust to parking need over time as elasticity in the demand patterns develop in the district and influences like alternative modes are accounted for. Funding can come from residents, businesses, and developers. Also, these fees or revenues allow for new revenue streams into the City.	

Strategy Name	Description	Scale of Impact
Reimbursement District	A Reimbursement District is a cost sharing mechanism, typically Initiated by a developer. The purpose is to provide a reimbursement method to the developer of an infrastructure improvement, through fees paid by property owners at the time the property benefits from the improvement. A developer applies to create a Reimbursement District by demonstrating benefit to properties beyond their own. In addition, the size of the improvement must be measurably greater than would otherwise be ordinarily required for the improvement Eligible Reimbursement District projects typically include (but are not limited to) construction or connections of a sewer, water, storm water or street improvements. Applications typically include: a fee sufficient to cover the cost of administrative review, a description of the project, properties that would be impacted, and a detailed methodology and calculation of how the estimated costs would be reimbursed by payments from benefitted properties over a specified timeframe. A report from the City Engineer is generated in review of the submitted application. After a public hearing process, the council will approve, reject or modify the proposal. The approval of a Reimbursement District results in a resolution and distribution of notice among benefitted properties before construction can begin. Benefitted properties must pay the Reimbursement Fee when they make a physical connection to the improvement (or in the case of a sewer project, when the benefitted property creates an impervious surface that drains into the public sewer) within the Reimbursement District Area. Reimbursement fees are collected by the City and are distributed to the developer for the duration of the Reimbursement District, which are typically 10-15 years. Paid by benefitted properties at the time the property benefits from the improvement, typically at connection to the sewer, water or storm drain system.	Scale of Impact – Small to moderate.
Linkage Fees	Linkage fees are charges on new development, usually commercial and / or industrial development only, that can be used to fund affordable housing. To implement them, a city must undertake a nexus study that identifies a legal connection between new jobs housed in the developments, the wages those jobs will pay, and the availability of housing affordable to those employees. • Can be used for acquisition and rehabilitation of existing affordable units. • Can be used for new construction.	Scale of Impact – Small to moderate.

Strategy Name	Description	Scale of Impact
Tax abatement p	rograms that decrease operational costs by decreasing property taxes	
Vertical Housing Tax Abatement (Locally Enabled and Managed)	The 2017 Legislature passed legislation moving the administration of Vertical Housing Program from Oregon Housing and Community Services (OHCS) to the local City and County beginning Oct 6th, 2017. OHCS no longer administers this program. The legislation subsidizes "mixed-use" projects to encourage dense development or redevelopment by providing a partial property tax exemption on increased property value for qualified developments. The exemption varies in accordance with the number of residential floors on a mixed-use project with a maximum property tax exemption of 80 percent over 10 years. An additional property tax exemption on the land may be given if some or all of the residential housing is for low-income persons (80 percent of area is median income or below).	Scale of Impact – Small to moderate. The design of the tax abatement program will impact whether and how many developers use the tax abatement, which will affect the scale of the impact.

Multiple-Unit Limited Tax Exemption Program (Locally Enabled and Managed) Through the multifamily tax exemption, a jurisdiction can incent diverse housing options in urban centers lacking in housing choices or workforce housing units. Through a competitive process, multi-unit projects can receive a property tax exemption for up to ten-years on structural improvements to the property. Though the state enables the program, each City has an opportunity to shape the program to achieve its goals by controlling the geography of where the exemption is available, application process and fees, program requirements, criteria (return on investment, sustainability, inclusion of community space, percentage affordable or workforce housing, etc.), and program cap. The City can select projects on a case-by-case basis through a competitive process.

The passing of HB 2377 - Multiunit Rental Housing Tax Exemption allows cities and counties to create a property tax exemption for newly rehabilitated or newly constructed multi-unit rental housing within their boundaries depending on the number of units made available to low-income households, for up to 10 consecutive years. The bill was crafted to strengthen the connection to affordability by requiring cities and counties to establish a schedule in which the number of years an exemption is provided increases directly with the percentage of units rented to households with an annual income at or below 120 percent of MFI, and at monthly rates that are affordable to such households. While not specifically referenced in the measure, ORS 308.701 defines "Multi-unit rental housing" as: "(a) residential property consisting of four or more dwelling units" and; "does not include assisted living facilities."

All new multifamily units that are built or renovated that offer rent below 120% of AMI are potentially eligible for this tax exemption. In a city with an AMI of \$55,000 (common outside of Portland), that's rent of \$1,650 per month or less. The tax exemption is for all taxing districts which is administered by the City. Due to this, smaller jurisdictions may have more trouble managing this program. Local taxing jurisdictions that agree to participate—cities, school districts, counties, etc.

The City of Eugene offers a ten-year Multi-Unit Property Tax Exemption (MUPTE) for projects in its eastern downtown core. Eugene's criteria for granting MUPTE include: Project must provide 5 or more units of housing (not including student housing), development must meet minimum density standards, development must comply with minimum green building requirements, a portion of construction and other contracting requirements must

Scale of Impact – Small to moderate. The design of the tax abatement program will impact whether and how many developers use the tax abatement, which will affect the scale of the impact.

Strategy Name	Description	Scale of Impact
	be through local business, the development must provide 30% of the units affordable at 100% of AMI or pay a fee of 10% of the value of the tax abatement toward supporting moderate income housing development, demonstrate that the project would not be financially feasible without the exemption by providing 10-year pro forma with and without MUPTE and comply with other criteria.	
	The City of Salem's Multi-Unit Housing Tax Incentive Program (MUHTIP) was adopted in 2012 to spur the construction of "transit supportive" multi-unit housing in the city's downtown core. In order to qualify for the exemption, projects must consist of at least two dwelling units, be located in the city's "core area," and include at least one public benefit.	
Nonprofit Corporation Low Income Housing Tax Exemption	Note: These are two separate tax exemptions available under statute (ORS 307.515 to 307.523 / ORS 307.540 to 307.548). They are grouped together for their similarities (but differences are noted).	Scale of Impact – Small to moderate. The exemption reduces operating costs, meaning it is a tool more useful
and Low-Income	Land and improvement tax exemption used to reduce operating costs for regulated affordable housing affordable at 60% AMI or below. Requires the City to adopt standards and guidelines for applications and enforcement mechanisms.	to property owners of affordable housing projects. Developers, who do not own and operate their own projects, may be less inclined to use the program.
Rental Housing Tax Exemption	The low-income rental housing program exemption lasts 20 years. The nonprofit corporation low-income housing program must be applied for every year but can continue as long as the property meets the criteria. Rents must reflect the full value of the property tax abatement and City can add additional criteria.	monnou to use the program.
	There is no requirement that construction must be complete prior to application. Programs both work well in tandem with other incentives, such as land banking.	

⁷ City of Salem, "Multi Unit Housing Tax Incentive Program," https://www.cityofsalem.net/Pages/multi-unit-housing-tax-incentive-program.aspx.

Funding Sources to Support Residential Development

The following policies focus on ways to pay for the costs of implementing the affordable housing programs and infrastructure development.

Strategy Name	Description	Scale of Impact
Urban Renewal / Tax Increment Finance (TIF)	Tax increment finance revenues are generated by the increase in total assessed value in an urban renewal district from the time the district is first established. As property values increase in the district, the increase in total property taxes (i.e., City, County, school portions) is used to pay off the bonds. When the bonds are paid off, the entire valuation is returned to the general property tax rolls. TIFs defer property tax accumulation by the City and County until the urban renewal district expires or pays off bonds. Over the long term (most districts are established for a period of 20 or more years), the district could produce significant revenues for capital projects. Urban renewal funds can be invested in the form of low-interest loans and/or grants for a variety of capital investments: • Redevelopment projects, such as mixed-use or infill housing developments • Economic development strategies, such as capital improvement loans for small or startup businesses which can be linked to family-wage jobs • Streetscape improvements, including new lighting, trees, and sidewalks • Land assembly for public as well as private re-use • Transportation enhancements, including intersection improvements • Historic preservation projects • Parks and open spaces Urban renewal is a commonly used tool to support housing development in cities across Oregon.	Scale of Impact – Moderate to Large. Urban Renewal funding is a flexible tool that allows cities to develop essential infrastructure or provides funding for programs that lower the costs of housing development (such as SDC reductions or low interest loan programs). Portland used Urban Renewal to catalyze redevelopment across the City, including the Pearl District and South Waterfront.

Construction Excise Tax (CET)

Funds land use planning throughout the region by taxing construction permits. CET is a tax assessed on construction permits issued by local cities and counties. The tax is assessed as a percent of the value of the improvements for which a permit is sought, unless the project is exempted from the tax. In 2016, the Oregon Legislature passed Senate Bill 1533 which permits cities to adopt a construction excise tax (CET) on the value of new construction projects to raise funds for affordable housing projects. CETs may be residential only, commercial only, or residential and commercial. If the City were to adopt a CET, the tax would be up to 1% of the permit value on residential construction and an uncapped rate on commercial and industrial construction. The allowed uses for CET funding are defined by the state statute. The City may retain 4% of funds to cover administrative costs. The funds remaining must be allocated as follows, if the City uses a residential CET:

- 50% must be used for developer incentives (e.g. fee and SDC waivers, tax abatements, etc.)
- 35% may be used flexibly for affordable housing programs, as defined by the jurisdiction.
- 15% flows to Oregon Housing and Community Services for homeowner programs.

If the City implements a CET on commercial or industrial uses, 50% of the funds must be used for allowed developer incentives and the remaining 50% are unrestricted. The rate may exceed 1% if levied on commercial or industrial uses.

The City of Portland's CET went into effect in 2016. It levies a 1% CET on residential, commercial, and industrial development valued at \$100,000 or more, with all revenues going toward affordable housing. The revenues pay for production of housing at or below 60% AMI, developer incentives for inclusionary zoning, along with state homeownership programs.

City of Bend adopted a CET of 0.3% on residential, commercial, and industrial development in 2006, with revenues dedicated to loans to fund developments by profit and nonprofit affordable housing developers. The fee has raised \$11 million as of 2016, allowing the City to lend money to fund 615 units. The fund has leveraged \$63 million in state and federal funding and \$14 million in equity.

The City of Milwaukie adopted a CET on commercial, residential, and industrial development in November of 2017. The City exempted deed-restricted affordable

Scale of Impact – Depends on the amount of funding available.

	housing, ADUs, and improvements less than \$100,000 from paying the CET. The adopting ordinance allocates funds as required by state statutes, specifying that flexible funds from the commercial improvements will be used 50% toward housing available to those making up to 120% of MFI, and 50% for economic development programs in areas with sub-area plans (such as Downtown and Riverfront, and the City's urban renewal areas).	
General Fund and General Obligation (GO) Bonds	Allows funding for a project that is not dependent on revenue from the project to back the bond. City can use general fund monies on hand or can issue bonds backed by the full faith and credit of the city to pay for desired public improvements. Property taxes are increased to pay back the GO bonds. City of Portland passed \$258 million bond for affordable housing in 2016. The goal of the bond is to build or preserve up to 1,300 units in the next five to seven years. The city issued a request for information to solicit interest in acquiring properties or land under the affordable housing bond. The city is looking for opportunities to acquire existing properties of 20 or more units, or vacant land that is appropriately zoned for 20+ housing units, and is looking for both traditional and nontraditional development opportunities.	Scale of Impact – Moderate to large. GO Bonds can be used to develop essential infrastructure or provides funding for programs that lower the costs of housing development (such as SDC reductions or low interest loan programs).
Local Improvement District (LID)	Enables a group of property owners to share the cost of a project or infrastructural improvement. A special assessment district where property owners are assessed a fee to pay for capital improvements, such as streetscape enhancements, underground utilities, or shared open space. For residential property, the estimated assessment cannot exceed the pre-improvement value of the property based on assessor records. An ordinance must be passed through a public hearing process which must be supported by a majority of affected property owners. Part of this process includes an estimation of the improvement costs and the portion of those costs in which property owners will be responsible to pay for. The public hearing process allows for LIDs to be challenged by property owners. The City collects the funds and regardless if the actual cost is greater than the estimated cost (on which the assessment was based), the City may make a deficit assessment for the additional cost, which would be prorated among all benefitted properties. Another public hearing would be held, in the event that an additional assessment were placed property owners (due to underestimation).	Scale of Impact – Depends on the amount of funding available and Bonding capacity.

General Fund Grants or Loans	A city can use general fund or tax increment dollars to directly invest in a specific affordable housing projects. These grants or loans can serve as gap funding to improve development feasibility. There are several options for using general fund grants or loans, including the potential for bonds to generate upfront revenue that is repaid over time, as recently approved in the City of Portland. Another option is to use general fund dollars to contribute to other programs that are successfully operating, such as non-profit land trusts or even other government agencies that have the administrative capacity to maintain compliance requirements over time, using intergovernmental agreements.	Scale of Impact – Depends on the amount of funding available.
Transient Lodging Tax (TLT)	Generates revenue by primarily taxing tourists and guests using temporary lodging services. Taxes for temporary lodging at hotels, motels, campgrounds, and other temporary lodgings. Oregon has a statewide TLT and cities and counties can also charge a local TLT subject to certain limitations. The statutes specify that 70% must be used for tourism promotion or tourism related facilities and 30% is unrestricted in use, and there cannot be a reduction of the total percent of room tax. The state tax is specified at 1.8%; local government tax rates vary as local governments set the rate for their jurisdiction by ordinance. Cities and counties may impose taxes on transient lodging. Alternatively, some cities have an agreement for the county to impose the tax and cities share in a percent of the revenue.	Scale of Impact – Small. The amount of funding from TLT is likely to be relatively small, given that only 30% of TLT funds have unrestricted use.
CDBG	The Community Development Block Grants program is a flexible program that provides annual grants on a formula basis to both local governments and States. Grants are awarded on a 1, 2, or 3-year period. It is required that at least 70% of the CDGB funds are used for activities that benefit low- and moderate- income. Additionally, each activity must address any threats to health or welfare in the community (for which other funding is unavailable). These funds can be used for acquisition and rehabilitation of existing affordable units, as well as new construction that prioritizes community development efforts.	Scale of Impact – Depends on the amount of funding available.



DATE: August 14, 2019

TO: Tualatin Project Advisory Committees

CC: Karen Perl Fox, Steve Koper, and Jonathan Taylor FROM: Beth Goodman and Sadie DiNatale, ECONorthwest SUBJECT: DRAFT: TUALATIN ECONOMIC DEVELOPMENT STRATEGY

The City of Tualatin contracted ECONorthwest to develop an Economic Opportunities Analysis and an Economic Development Strategy for Tualatin. The Economic Opportunities Analysis will determine whether the City of Tualatin has enough land to accommodate 20-years of commercial and industrial job growth. The Economic Opportunities Analysis (EOA) will provide the basis for an update to the City's Comprehensive Plan Economic Element, as well as development of an action plan to implement the economic development policies (i.e. the Economic Development Strategy).

Note to CAC: We have had fewer discussions about economic development policies than we have about housing policies. This document is less well-developed than the Housing Strategy. That said, it should follow the same general pattern as the Housing Strategy, when completed.

The EOA uses a planning period of 2020-2040. Tualatin is planning for growth of about 12,800 new jobs within the Tualatin planning area over the 20-year planning period. The preliminary results of the EOA show that Tualatin has a deficit of land designated for employment in the Commercial and Industrial comprehensive plan designations.

A key objective of the EOA and accompanying economic development strategy is to identify options for changes to the City's comprehensive plan and land use regulations needed to address commercial and industrial land needs. This memorandum presents an Economic Development Strategy for Tualatin, based on the results of the EOA, and discussions with the Community Advisory Committee (CAC) and Technical Advisory Committee (TAC). The economic development presents a comprehensive package of interrelated policy changes that the CAC and TAC recommend the City address.

This economic development strategy focuses on land use tools to ensure there is adequate land planned and zoned to provide opportunities for employment growth on sites with a variety of characteristics (e.g., site sizes, locations, visibility, and other characteristics).

Through the technical analysis of the EOA and input from the CAC and TAC, the City identified four strategic priorities to address issues identified in the EOA. The strategic priorities are: (1) ensuring an adequate supply of land that is available and serviceable; (2) identifying redevelopment opportunities; (3) supporting business retention, growth, and attraction; and (4) ensuring there are connections between planning for economic development and other community planning. Strategic priorities are described in greater detail in the section below.

Appendix A presents the full text of Tualatin's existing Comprehensive Plan policies for commercial and industrial development. Appendix B presents the information about economic development tools commonly used in other cities in Oregon.

Tualatin's Economic Development Strategy

Tualatin's economic development strategy is organized around four broad strategic priorities: (1) ensure an adequate supply of land that is available and serviceable; (2) identify redevelopment opportunities; (3) support business retention, growth, and attraction; and (4) ensure there are connections between planning for economic development and other planning (such as transportation planning, water and wastewater planning, and economic development planning). The broad goal of the Tualatin economic development strategy is to help the City manage the land within the Tualatin planning area to support and manage economic growth while maintaining the character and quality of life in Tualatin and protecting public interests such as health, safety, and municipal revenues.

The Tualatin CAC convened seven times between March 2019 and September 2019. The CAC discussed economic development at the meetings in June, August, and September. The Tualatin TAC met four times between April 2019 and September 2019 and discussed economic development at the June, August, and September meetings (while some meetings included discussions of other topics, as well). The CAC and TAC provided input, through discussions at meetings and opportunities for input on written document, into development of the Economic Development Strategy.

The recommendations from the CAC and TAC in this strategy consider key findings from the EOA, such as the following examples. The City has a long-term deficit of commercial and industrial land for growth over the 2019 to 2039 period. This document presents a comprehensive strategy that provides a variety of policies to support business retention, growth, and attraction in Tualatin.

Note to CAC: We will flesh the two paragraphs out further as we continue discussions and finalize the Economic Development Strategy.

Many of the actions described in the Tualatin Economic Development Strategy will require legislative amendments to the City's comprehensive plan and/or development code. These actions will be subject to standard notification and hearing procedures. After the economic opportunities analysis is completed, the Planning Commission and City Council will prioritize the actions suggested in this memorandum, along with other actions suggested for Tualatin 2040. Implementation of high priority actions will begin in 2020, based on City Council direction.

Summary of Actions

Note to CAC: A future version of the Strategy will have a summary in it.

Strategy 1: Ensure an adequate supply of land that is available and serviceable

This strategy is about ensuring an adequate land supply, which includes a twenty-year supply, but also a pipeline of serviced land that is available for immediate development (referred to as a "short-term" supply of employment land). Employment land supply should include sites with a variety of characteristics (e.g., site sizes, locations, visibility, and other characteristics). Efficient use of Tualatin's employment land is key to ensuring that Tualatin has adequate opportunities to grow from 2020 to 2040, and beyond.

Issue Statement

Tualatin's forecast for commercial and industrial employment growth and land demand shows that Tualatin has a deficit of land (74 gross acres) in Industrial plan designations and a deficit (175 acres) in Commercial plan designations (including retail, office, and other commercial services).

Tualatin is part of the Metro UGB and cannot expand its planning area on its own. Tualatin can, however, increase land use efficiency within its planning area, through changing zoning standards (e.g. limiting uses with lower employment density), allowing and encouraging more mixed-use development, and planning for redevelopment (see Strategy 2). This is a common issue and opportunity in Tualatin for both housing and economic development, which provides an opportunity for the city to develop solutions for both.

Tualatin not only needs land that is vacant but also has urban services that support commercial and industrial development, such as municipal water service, sewer and wastewater service, storm water management systems, and transportation connections with adequate capacity to accommodate growth. Tualatin can monitor growth to ensure that the city has enough land in the short-term land supply (available for development within one year of application for a building permit) and "shovel-ready" land (available for development within 180 days of application for a building permit). Tualatin can work with Metro and other regional partners on future expansions of the Metro UGB to accommodate additional employment land development in Tualatin.

Goal

Ensure that sufficient land is designated so that the supply is adequate for commercial and industrial development. Maintain an adequate short-term supply of suitable commercial and industrial land to respond to economic development opportunities as they arise

"Short-term supply" means suitable land that is ready for construction usually within one year of an application for a building permit or request for service extension.

Recommended Actions

Note to the CAC: Below are actions briefly discussed in the June CAC meeting.

These actions will be fleshed out consistent with the way we discussed in the Housing Strategy. However, we have not had sufficient discussions to draw out the actions for the EOA as we did for the HNA. The next version of this Strategy will include more detail about key actions.

Actions briefly suggested by the CAC

- Re-zone land to meet land deficits.
- Limiting uses with a lower employment density.
- Encourage mixed-use development.
- Evaluate increasing building height limits to allow taller buildings in places like Town Center.

Other potential actions, not yet discussed with the CAC

Note to the CAC: Below are actions not yet discussed by the CAC but that may be appropriate in Tualatin.

- Identify industrial areas that might be more efficiently used for a combination of light industrial and commercial uses (limiting retail uses).
- Develop an employment zone that allows industrial and non-retail commercial.
- Identify changes in the zoning code to make more efficient use of industrial areas, such as not allowing warehouse and distribution (which consumes significant amounts of land with low employment densities). Also consider reducing or eliminating the minimum lot size from 20,000 square feet, especially in areas that have existing small lots already.
- Identify changes in the zoning code to make more efficient use of commercial areas, such as reducing or eliminating the minimum lot size from 20,000 square feet, and promoting mixtures of uses that integrate employment and housing.
- Identify opportunities to streamline the development process.
- Continue to coordinate capital improvement planning to ensure infrastructure availability on employment land and continue to pursue funding for needed infrastructure to support business expansion and private investments in businesses and job growth.
- When the Transportation System Plan is updated, prioritize transportation systems upgrades that are necessary to support employment growth.
- Seek regional support for development and improvement of transportation infrastructure. Working with Washington County, Metro, adjacent communities,

- and ODOT, advocate for and support improvements to key regional transportation facilities that serve employment areas in Tualatin.
- Identify options to extend transit service to employment centers to expand transportation options for workers in Tualatin, such as a local bus service like Wilsonville's SMART.
- Work with willing land-owners to provide infrastructure to ensure a short-term land supply (available for development within one year of application for a building permit) and shovel-ready land (available for development within 180 days of application for a building permit).
- Work with and encourage land owners to get sites certified by Business Oregon as shovel ready.
- Continue to ensure that key development sites are listed on Business Oregon's Oregon Prospector web site to market sites to potential developers and businesses.
- Develop and implement a system to monitor the total and short-term supply of commercial and industrial lands. This includes monitoring commercial and industrial development (through permits) as well as land consumption (e.g. development on vacant, or redevelopable lands).
- Reevaluate Tualatin's commercial and industrial needs and land sufficiency on a regular basis tied to the Metro Growth Management cycle (i.e., every six years), as part of the City's coordination with Metro
- When Tualatin has commercial or industrial land deficits, coordinate with Metro
 to identify opportunities for expansion of the UGB into Urban Reserve areas
 appropriate for employment uses. Part of this coordination should include
 identifying opportunities for future residential growth opportunities to help
 address the jobs-housing imbalance.

Strategy 2: Identify redevelopment opportunities

This strategy focuses on actions that are intended to identify redevelopment opportunities in areas where employment growth would be appropriate.

Issue Statement

Tualatin has a deficit of land for industrial and commercial land of 74 and 175 gross acres, repetitively. Some of this deficit could be accommodated through redevelopment of existing areas within Tualatin, where there are opportunities to increase the intensity of land uses. Redevelopment opportunities may also provide opportunities for development of mixed-use areas that are more walkable, have amenities that households frequently access (e.g., schools,

medical facilities, parks, retail, restaurants, and other services), have access to transit, and accommodate new housing, consistent with the actions in Strategy 4.

Redevelopment may require actions from other strategies, such as: increasing allowable densities, re-zoning, land assembly, tax abatement program to support employment growth development, and funding support such as Urban Renewal or Local Improvement District.

Goal

Redevelop selected areas of Tualatin to create vibrant mixed-use districts that include new employment and housing opportunities.

Recommended Actions

Note to the CAC: Below are actions briefly discussed in the June CAC meeting.

These actions will be fleshed out consistent with the way we discussed in the Housing Strategy. However, we have not had sufficient discussions to draw out the actions for the EOA as we did for the HNA. The next version of this Strategy will include more detail about key actions.

Actions briefly suggested by the CAC

- Redevelop the Commons, changing zoning to allow taller buildings, create a mixed-use and walkable center.
- Re-zone land for more mixed-use to meet goals for both increasing number of housing
 units at a range of income levels to the meet the identified housing need and to increase
 the number of jobs at or above average wages and better balance the number of jobs and
 opportunities for housing in Tualatin.

Other potential actions, not yet discussed with the CAC

Note to the CAC: Below are actions not yet discussed by the CAC but that may be appropriate in Tualatin.

- Update the Tualatin Town Center Plan to focus on opportunities for redevelopment, including identifying changes to zoning necessary to allow and encourage development of both housing and employment uses. The update should include development of a community vision for the future of Town Center to guide changes to zoning and other policy, as well as City investments in Town Center.
- In conjunction with the update to the Tualatin Town Center Plan, the Tualatin
 Development Commission could act as developer for redevelopment of city
 owned properties (such as surface parking lots) to create catalytic projects that
 include a mix of housing (both market-rate and affordable housing) and retail and
 office uses.

- Identify three to four areas for mixed-use redevelopment and work with landowners to address issues preventing redevelopment (e.g., needed zoning change, infrastructure investments, etc.).
- Identify industrial areas that are ripe for industrial redevelopment or infill
 development on vacant portions of the site. Work with property owners to
 identify issues preventing redevelopment or infill development.
- Identify and plan for investments and infrastructure necessary to support redevelopment of key sites, through tools such as Urban Renewal or Local Improvement Districts.

Strategy 3: Support business retention, growth, and attraction

Economic development generally occurs through three broad approaches: retention of existing businesses, growth of existing and small businesses (such as entrepreneurs), and attracting of new businesses from outside of the city. This strategy describes economic development efforts to support growth of economic activity and employment.

Issue Statement

The main focus of economic development is retaining and growing businesses. These businesses both provide employment for people living in Tualatin and the surrounding region and pay property taxes that help balance the City's tax base.

Note to the CAC: We will add a brief discussion about the relationship between businesses, property taxes, and the City's fiscal health here.

This strategy is about actions that the support retention and expansion of existing businesses, growth and creation of entrepreneurial business, and attraction of new businesses that align with Tualatin's values as a community. The types of businesses the City wants to attract most are non-polluting businesses with wages at or above the Washington County average, focusing on growth of businesses that have sufficient wages for their workers to afford to live and work in Tualatin.

Goal

Support business growth in Tualatin to diversify and expand commercial and industrial development in order to provide employment opportunities with levels of pay that allows workers to live in Tualatin, as well as supporting the City's tax base.

Recommended Actions

Note to the CAC: Below are actions briefly discussed in the June CAC meeting.

These actions will be fleshed out consistent with the way we discussed in the Housing Strategy. However, we have not had sufficient discussions to draw out the actions for the

EOA as we did for the HNA. The next version of this Strategy will include more detail about key actions.

Actions briefly suggested by the CAC

- Develop a clear vision for economic development and develop a plan to execute it deliberately. The vision should articulate what the City's role should be in economic development.
- Attract firms that pay enough to support families.

Other potential actions, not yet discussed with the CAC

Note to the CAC: Below are actions not yet discussed by the CAC but that may be appropriate in Tualatin.

 Develop an action-oriented 5-year Economic Development Action Plan that includes a community vision for economic growth in Tualatin. The vision for economic development may build off of the Tualatin Tomorrow visioning, which includes a section entitled "Facilitating Economic Opportunity."

The factual basis for the Action Plan is the information gathered about on local and regional economic trends gathered through the Economic Opportunity Analysis, from policies and objectives established for the Comprehensive Plan (this document) and with feedback and input from stakeholders. The Action Plan would present detailed actions for executing the economic development policies based on the priorities established by the Tualatin City Council.

- Establish an Economic Development Committee composed of elected and appointed officials, business owners and managers in Tualatin, people involved in economic development in Tualatin and the Portland Region, and residents of Tualatin.
- Continue to reach out to businesses in Tualatin and identify problems and barriers
 to business growth and expansion in Tualatin. Addressing these issues could be
 part of the actions taken in the Economic Development Strategy.
- Support existing businesses by sharing technical resources, maintaining open communications with local business people, and providing available staff support for economic development projects initiated by the business community.
- Develop incentive programs to encourage businesses that provide jobs at or above the County average wage. Incentives could include: low-interest loans, fee waivers, and other incentives

- Identify opportunities to support growth of small businesses and entrepreneurs, such as business incubators or buildings with co-working space for small businesses.
- Support and encourage home-based businesses and identify barriers in the City's policies to growth of home-based businesses.
- Partner with a regional or statewide organization that assists new, entrepreneurial businesses to grow, retain businesses, and attract businesses to Tualatin. These partnership may include marketing Tualatin to attract new businesses. These organizations include: Tualatin Chamber of Commerce, Tualatin Commercial Citizen Involvement Organization, Westside Economic Alliance, Greater Portland Inc., Business Oregon, and Federal agencies such as the Economic Development Administration.
- Attract businesses, such as businesses in industries identified as Target Industries in Tualatin's Economic Opportunities Analysis, such as advanced manufacturing, food processing, furniture manufacturing, plastics manufacturing, information technology and analytical systems, and business services.

Strategy 4: Ensure there are connections between planning for economic development and other community planning

This strategy focuses on actions that are intended to ensure coordination between planning for economic development and other community planning, such as housing, transportation planning or other urban infrastructure planning (such as water or wastewater systems) and natural resources and parks planning.

Issue Statement

Discussions of economic development leads to discussions of transportation issues in Tualatin and a desire to ensure a jobs-housing balance in Tualatin. Transportation issues include heavy congestion on Tualatin's roadways, including access to I-5, arterial roads connecting Tualatin within the region, and local roadways. In addition, Tualatin is not well-served with transit. Tualatin is served with the West Side Express Service (WES) train and two TriMet bus lines. The Max line is expected to extend to Bridgeport Village.

In addition, Tualatin has more employees than residents. Between 2007 and 2017, population grew by about 0.35% per year, compared with employment growth of 2.9% per year. The forecast for population growth over the next 20 years is substantially lower than employment growth, with a household growth forecast of about 0.4% per year and an employment forecast growth about 1.4% per year. The Housing Needs Analysis shows that Tualatin has opportunities for residential growth beyond the forecast for growth. Success in housing development as a part of redevelopment and mixed use development (Strategy 2) will further increase the amount of housing that could be developed in Tualatin beyond the forecast for new growth.

Jobs with at least average wages pay enough to live in rental housing in Tualatin. The average wage for employment in Tualatin in 2017 was about \$57,000, which is sufficient to afford a monthly rent of about \$1,425. The average multifamily rent in Tualatin was nearly \$1,200 in 2017. As a result, a person earning around the average wage can afford rent of about \$1,425 and the average multifamily rent in Tualatin.

However, the average sales price for a unit in Tualatin in early 2019 was \$480,000, which would require a wage of \$120,000 to \$140,000 to afford homeownership. None of the industries in Tualatin has average pay this high and only one-quarter of households in Tualatin and Washington County have household income high enough to afford the average sales price. As a result, people who work in Tualatin can own a newly purchased home in Tualatin if they have substantially higher-than-average wages or if there is more than one worker per household, which is common, with an average of 1.4 jobs per household in Tualatin.

Reasons for working in Tualatin and not living in Tualatin likely include more causes than problems affording households. People choose to commute for a variety of reasons: preference for another community, family and friends living in another community, choosing a location that allows the other worker(s) in the household an easier commute, long-term homeownership in another community, and other reasons.

The result of so much commuting is congestion on Tualatin's roads and the region's highways. Planning for new employment growth will require coordination with transportation planning. It will also require coordination with water, wastewater, and stormwater planning. Through this project and the Housing Needs Analysis, it requires coordination with planning for housing and neighborhood growth.

Goal

Ensure that Tualatin develops as a walkable and complete community with a range of amenities that are easily accessible to people who live in Tualatin.

Recommended Actions

Note to the CAC: Below are actions suggested by the CAC in prior discussions, including some from HNA discussions that seem applicable here.

Evaluate opportunities to decrease dependence on automotive transportation for people
working in Tualatin. For people who live and work in Tualatin this will include
increased focus on development in walkable and bikeable areas and increases in transit
service (amount and frequency of transit, as well as increased destinations for transit)
and integrating neighborhood commercial development within existing and new
residential neighborhoods. For people who work in Tualatin and live elsewhere, it will
focus on increases in transit connections between cities.

- Evaluate opportunities to expand transit and improve transportation connectivity in Tualatin particularly from the future SW Corridor station in Bridgeport to the Tualatin's Town Center and employment centers.
- Evaluate opportunities to address capacity issues on Tualatin's roads to ease congestion and make traveling by car within Tualatin and to areas outside of Tualatin easier.
- Evaluate opportunities for planning transit-oriented development, as transit becomes more available in Tualatin.
- Evaluate opportunities for residential development closer to jobs in Tualatin, to make it easier for people to walk, bicycle, or use transit to get to work.
- Evaluate opportunities to support development of housing that is affordable to workers at businesses in Tualatin to ensure that people who work in Tualatin have the opportunity to live in Tualatin.

Other potential actions, not yet discussed with the CAC

Note to the CAC: Below are actions not yet discussed by the CAC but that may be appropriate in Tualatin.

Appendix A: Tualatin's Existing Comprehensive Plan Policies

Section 4.050 General Growth Objectives.

Note to CAC: The following section includes objectives related to commercial and industrial development and that are not directly related to commercial and industrial development.

The following are general objectives used as a guide to formulate the Plan. The objectives are positive statements to de-scribe the Plan's intent to:

- (1) Provide a plan that will accommodate a population range of 22,000 to 29,000 people.
- (2) Cooperate with the Metropolitan Service District to reach regional consensus on population growth projections within the Tualatin area.
- (3) Conform to Metropolitan Service District (Metro) procedures for initiating amendments to the Metro Urban Growth Boundary.
- (4) Provide a plan that will create an environment for the orderly and efficient transition from rural to urban land uses.
- (5) Convert agricultural land only if needed for urban uses.
- (6) Arrange the various land uses so as to minimize land use conflicts and maximize the use of public facilities as growth occurs.
- (7) Prepare a balanced plan meeting, as closely as possible, the specific objectives and assumptions of each individual plan element.
- (8) Define the urban growth boundary.
- (9) Prepare a plan providing a variety of living and working environments.
- (10) Encourage the highest quality physical design for future development.
- (11) Coordinate development plans with regional, state, and federal agencies to as-sure consistency with statutes, rules, and standards concerning air, noise, water quality, and solid waste. Cooperate with the U.S. Fish and Wildlife Service to minimize adverse impacts to the Tualatin River National Wildlife Refuge from development in adjacent areas of Tualatin.
- (12) Adopt measures protecting life and property from natural hazards such as flooding, high groundwater, weak foundation soils and steep slopes.
- (13) Develop regulations to control sedimentation of creeks and streams caused by erosion during development of property.

- (14) Develop a separate growth program that controls the rate of community growth and is acceptable to the Land Conservation and Development Commission.
- (15) Arrange the various land uses in a manner that is energy efficient.
- (16) Encourage energy conservation by arranging land uses in a manner compatible with public transportation objectives.
- (17) Maintain for as long a period as possible a physical separation of non-urban land around the City so as to maintain its physical and emotional identity within urban areas of the region.
- (18) Fully develop the industrial area located in Washington County west of the City only when adequate transportation facilities are available and the area has been annexed to the City and served with water and sewer services.
- (19) Cooperate with Washington County to study the methods available for providing transportation, water and sewer service to the industrial area west of the City, designating this area as a special study area.
- (20) Initiate annexation of property within the Urban Growth Boundary planned for residential development only when petitioned to do so by owners of the affected property, including cases involving unincorporated "islands" of property surrounded by land annexed previously.
- (21) Territories to be annexed shall be in the Metro Urban Growth Boundary.
- (22) Address Metro's Urban Growth Management Functional Plan, Title 13, Nature in Neighborhoods, through the conservation, protection and restoration of fish and wildlife habitat, including Metro's Regionally Significant Fish and Wildlife Habitat, through the Tualatin Basin Natural Resource Coordinating Committee and the Tualatin Basin Program.
 - (a) Support and implement the elements of the Tualatin Basin Program to:
 - (i) Develop and adopt local policies and regulations to implement the provisions of the Tualatin Basin Program.
 - (ii) Adopt low impact development (LID) provisions to reduce environmental impacts of new development and remove barriers to their utilization.
 - (iii) Coordinate with Clean Water Services (CWS) to implement their Healthy Streams Action Plan and other programs such as their Stormwater Management Plan and Design and Construction Standards.

- (iv) Coordinate with CWS, Metro and others to develop and support the funding, voluntary and educational components of the Tualatin Basin Program.
- (v) Coordinate with CWS, Metro and others to develop and support the monitoring and adaptive management components of the Tualatin Basin Program.
- (b) Continue active participation in the Tualatin Basin Natural Resources Coordinating Committee and the Steering Committee to support and implement the Tualatin Basin Program.
- (c) Coordinate with CWS and Metro to update Metro's Regionally Significant Fish and Wildlife Habitat Inventory Map. Changes to the Inventory Map will be ongoing as on-site inventories are conducted as part of private and public construction projects.
- (d) Support and implement provisions allowing public access to planned public facilities.

Section 6.030 Objectives.

The following are general objectives used to guide the development of this Plan:

- (1) Encourage commercial development.
- (2) Provide increased employment opportunities.
- (3) Provide shopping opportunities for surrounding communities.
- (4) Locate and design commercial areas to minimize traffic congestion and maximize access.
- (5) Continue to utilize specific and enforceable architectural and landscape design standards for commercial development.
- (6) Encourage developers to consider solar access when designing commercial development projects.
- (7) Provide for limited and carefully designed neighborhood commercial centers.
- (8) Provide for the continued development of major medical services facilities in the City of Tualatin, especially at the Meridian Park Hospital site. The Medical Center Planning District shall be applied only to a property, or a group of contiguous properties, of no less than 25 acres and shall have frontage on an arterial as designated in <u>TDC Chapter 11</u>, Tualatin Community Plan.

(9) To work with the applicable jurisdictions and agencies to develop the Durham Quarry Site and Durham Quarry Area with high quality development. It is appropriate to apply an overlay district on the Durham Quarry Site and Durham Quarry Area to allow mixed commercial/residential uses. It is appropriate to enter into an intergovernmental agreement with the City of Tigard and Washington County to allow the City of Tualatin to review and decide land use applications and building permit applications for the portion of the Durham Quarry Site in the City of Tigard.

Section 7.030 Objectives.

The following are general objectives used to guide development of the Plan and that should guide implementation of the Plan's recommendations:

- (1) Encourage new industrial development.
- (2) Provide increased local employment opportunity, moving from 12 percent local employment to 25 percent, while at the same time making the City, and in particular the Western Industrial District, a major regional employment center.
- (3) Improve the financial capability of the City, through an increase in the tax base and the use of creative financing tools.
- (4) Preserve and protect, with limited exceptions, the City's existing industrial land.
- (5) Cooperate with Washington County, METRO, and the State of Oregon to study the methods available for providing transportation, water, and sewer services to the Western Industrial District.
- (6) Fully develop the Western Industrial District and the Southwest Tualatin Concept Plan Area (SWCP), providing full transportation, sewer, and water services prior to or as development occurs.
- (7) Improve traffic access to the Western Industrial District and SWCP area from the Interstate 5 freeway and State Highway 99W through regional improvements identified in the 2035 Regional Transportation Plan.
- (8) Cooperate with the Department of Environmental Quality and METRO to meet applicable air quality standards by 1987.
- (9) Construct a north/south major arterial street between Tualatin Road and Tualatin-Sherwood Road and SW Tonquin Road in the 124th Avenue alignment to serve the industrial area.
- (10) Rebuild the Tualatin Road/Pacific Highway intersection to allow for substantially greater traffic flows.

- (11) Provide truck routes for industrial traffic that provide for efficient movement of goods while protecting the quality of residential areas.
- (12) Protect residential, commercial, and sensitive industrial uses from the adverse environmental impacts of industrial use.
- (13) Protect adjacent land uses from noise impacts by adopting industrial noise standards.
- (14) Continue to protect the Hedges Creek Wetland and Tonquin Scablands from adverse impacts of adjacent development.
- (15) Continue to administer specific and enforceable architectural and landscape design standards for industrial development.
- (16) Encourage industrial firms to use co-generation as a means to utilize waste heat from industrial processes and consider solar access when designing industrial facilities.
- (17) Protect wooded areas identified on the Natural Features Map found in the Technical Memorandum by requiring their preservation in a natural state or by integrating the major trees into the design of the parking lots, buildings, or more formal landscaping areas of an industrial development. If it is necessary to remove a portion or all of the trees, the replacement landscape features shall be subject to approval through the Architectural Review process.

Appendix B: Potential Economic Development Actions

This appendix presents potential economic development actions that cities take to increase economic activities. The purpose of this appendix is to provide information and ideas to Tualatin staff and stakeholders, as they develop economic development policies and actions to implement those policies. This appendix is not intended to be adopted into the Tualatin Comprehensive Plan.

A wide range of economic development policies and actions are available to cities for influencing the level and type of economic development. It is useful to make a distinction between economic development policies, which are typically adopted by ordinance into local comprehensive land use plans, and a local economic development strategy. While policies and economic development strategies should be aiming to achieve the same outcomes, they are not the same thing. The key differences are: (1) economic development strategies are typically presented in the form of a strategic plan that covers a five-year time horizon while policies use the longer 20-year horizon in most comprehensive plans; (2) strategies are more broad reaching and may identify actions that extend outside the capacity of local government while policies focus on land use and infrastructure; and (3) strategies are more agile in the sense that they provide a framework rather than legal guidance.

While many of the actions identified in this appendix could be included either as policies or strategies, the focus is primarily on policies and actions that implement those policies.

Local economic development policy usually has a fundamental goal of supporting businesses that align with a jurisdiction's long-term vision for the community.¹ Economic development broadly focuses on three strategies: (1) business recruitment; (2) business retention and expansion (BRE); and (3) innovation and entrepreneurship. Historically, many cities focused on recruitment as their foundational strategy; however, many cities and economic development are rethinking this approach and local governments are increasingly implementing policies that focus on support for entrepreneurs, especially those starting new businesses.²

Recent research on the effectiveness of local economic development efforts support this focus on innovation and entrepreneurship to attract new, young businesses. Providing support for institutions and firms where innovation happens allows for businesses to grow and new businesses to form as industries evolve. Local jurisdictions can specifically provide support for accelerators and incubators, especially those that provide connections between research

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¹ Based on Leigh and Blakley's definition for sustainable economic development as follows, "Local economic development is achieved when a community's standard of living can be preserves and increased through a process of human and physical development that is based on principles of equity and sustainability. There are three essential elements in this definition, detailed below: First economic development establishes a minimum standard of living for all and increases the standard over time. Second, economic development reduces inequality. Third, economic development promotes and encourages sustainable resource use and production." Leigh, N. and Blakeley, E. *Planning Local Economic Development: Theory and Practice.* 2013.

² Kauffman Foundation. "Entrepreneurship's Role in Economic Development." Entrepreneurship Policy Digest. June 2014.

institutions, established firms, and entrepreneurs. Entrepreneurs are also increasingly mobile with improved access to high-speed internet. Local jurisdictions can promote quality of life and access to amenities as a way to attract these new businesses.³ Moreover, every start up is also a BRE opportunity.

Economic development is also about collaboration and identifying partnerships that can make the most of the resources available for economic development activities. Local jurisdictions should focus on their role in economic development, as there are factors that the jurisdiction can and cannot control. As identified in a 2017 University of Oregon report on the "Perceptions and Needs of Economic Development Programs in Oregon," organizations and jurisdictions involved in economic development activity supported the importance of coordination between entities, but that implementation of coordinating efforts is difficult due to lack of capacity, unbalanced effort, or trust issues. To help overcome these barriers to coordinating economic development efforts, a key component to developing local economic development policies is identifying which policies and actions that the City is well-suited to be a lead partner, and those better suited for a partner organization to lead. It is important to develop policies and actions that identify other organizations as the lead partner. Successful implementation of these policies and actions will depend on an understanding of an organization's capacity and access to resources.

The focus of the actions listed in this Appendix is primarily on the City's role: what resources can the City commit to economic development and what roles are most appropriate for the City. Following are foundational assumptions about the City's role:

- The City plays a support role in economic and business development.
- The City is one of several organizations that provide and maintain infrastructure.
- The City has limited staff and financial resources that can be invested in appropriate economic development activities.
- The City has an obligation to adopt an economic development strategy, policies to manage employment lands, and maintain a 20-year supply of commercial and industrial sites under Goal 9 and OAR 660-009.
- The City is not the ideal organization to coordinate BRE and entrepreneurship activities or to house staff that are coordinating BRE and entrepreneurship activities.

The policy and action examples provided in this appendix are organized by broad policy categories, with cross-references to the factors of production that influence business location and expansion. The factors of production are discussed in detail the EOA document. While it is important to understand how the factors of production influence economic development

³ Leigh, N. and Blakeley, E. Planning Local Economic Development: Theory and Practice. 2013.

⁴ University of Oregon, Department of Planning, Public Policy & Management, Community Services Center.

[&]quot;Perceptions and Needs of Economic Development Programs in Oregon." Final Report. December 2017.

activity, it is more useful to group policies and actions in broad categories such as, Land Use, Public Facilities, Business Assistance, etc.

The effectiveness of any individual actions or combination of actions depends on local circumstances and desired outcomes. Local strategies should be customized not only to meet locally defined objectives, but also to recognize economic opportunities and limitations (as defined in the Economic Opportunity Analysis). Positive outcomes are not guaranteed: even good programs can result in limited or modest results. It is important to remember that effective economic development requires a long-term view—immediate results are not guaranteed. Thus, maintaining a focus on implementation is essential.

Economic development is a team activity—no single entity can implement all the activities that are necessary for a robust economic development program. Many municipal economic development strategies include actions that rely on other entities to implement. For example, many municipal strategies we have reviewed include strategies and actions around workforce development. Workforce development is not a municipal service, so cities must coordinate with external entities for this function. The main points here are (1) be deliberate about policies / strategies /actions that rely on external partners, and (2) if these are included in the plan, be sure that resources are committed to execute them—understanding that coordination is time-consuming and challenging.

Table B-1 identifies a range of potential economic development strategies that the Tualatin could consider implementing. These strategies range from those closely associated with the basic functions of government (provision of buildable land and public services) to those sometimes viewed as outside the primary functions of government (such as financial incentives and business assistance). The primary action categories in Table B-1 are Land Use, Public Facilities, Business Assistance, Workforce, and Other. As stated above, it is important for Tualatin to identify the policies and actions they are well-suited to lead, and where collaboration with, and leadership from, partner organizations is necessary. Table B-1 also includes suggestions for potential partners and whether Tualatin should take on a lead or support role.

Table B-1. Potential economic development actions

Category/Policy Examples	Description and Examples	Potential Partners	City Lead or Support Role	Relevant Factors of Production	
Land Use	Policies regarding the amount	and location of availa	ble land and all	owed uses.	
Provide adequate supply of land	Provide an adequate supply of development sites to accommodate anticipated employment growth with the public and private services, sizes, zoning, and other characteristics needed by firms likely to locate in Tualatin.	County, adjacent cities, State, landowners, and key stakeholders	Lead	Land, infrastructure	
Zoning Code	Conduct an audit of the city's zoning code and a review of other development regulations to ensure that the regulations support the goals of economic development	manage land within the city's planning area but outside of	Lead	Land, Regulation	
permitting process and simplify city land-use policies	Take actions to reduce costs and time for development permits. Adopt development codes and land use plans that are clear and concise.	County, if they assist with the permitting or building inspection process	Lead	Regulation, taxes, financial incentives	
Public Facilities	Policies regarding the level and quality of public and private infrastructure and services.				
support employment growth	Provide adequate public services (i.e. roads, transportation, water, and sewer) and take action to assure adequate private utilities (i.e. electricity and communications) are provided to existing businesses and development sites. One way to pay for adequate infrastructure is through use of urban renewal, shown in the table below.		Lead	Local infrastructure, Access to markets, suitable land to serve	
Focused public investment	Provide public and private infrastructure to identified development or redevelopment sites.	Public works department, special service districts, utilities, State and Federal partners who may provide grants, developers and landowners	Lead	Regulation, taxes	
Communications infrastructure	Actions to provide high-speed communication infrastructure, such as developing a local fiber optic network.	Communication utilities and public works department	Lead/Support	Local infrastructure, Access to markets	

Category/Policy Examples	Description and Examples	Potential Partners	City Lead or Support Role	Relevant Factors of Production
Business Assistance	Policies to assist existing busi	nesses and attract nev	w businesses.	
Business retention and growth	Targeted assistance to businesses facing financial difficulty or thinking of moving out of the community. Assistance would vary depending on a given business' problems and could range from business loans to upgrades in infrastructure to assistance in finding a new location within the community.	Chamber of Commerce, Business Oregon, Regional ED Corporation	Support	Local infrastructure, Access to markets, Materials, Regulation, Taxes, Financial incentives, Industry clusters
Recruitment and marketing	d Establish a program to market the community as a location for business in general, and target relocating firms to diversify and strengthen the local economy. Take steps to provide readily available development sites, an efficient permitting process, well-trained workforce, and perception of high quality of life.	Chamber of Commerce, Business Oregon, Regional ED Corporation	Support	Labor, Land, Local infrastructure, Regulation, Taxes, Industry clusters, Quality of life
Development districts (enterprise zones, renewal districts, etc.)	Establish districts with tax abatements, loans, assist with infrastructure, reduced regulation, or other incentives available to businesses in the district that meet specified criteria and help achieve community goals.	Business Oregon, taxing districts, special districts, county	Lead	Local infrastructure, Regulation, Taxes, Financial incentives, Quality of life
Business clusters	Help develop business clusters through business recruitment and business retention policies. Encourage siting of businesses to provide shared services to the business clusters, businesses that support the prison and hospital and agricultural industry, including retail and commercial services.	Business Oregon, Educational/research institutions	Support	Industry clusters, Innovative capacity

Category/Policy Examples	Description and Examples	Potential Partners	City Lead or Support Role	Relevant Factors of Production
Public/private partnerships	Make public land or facilities available, public lease commitment in proposed development, provide parking, and other support services.	Developers, businesses, and landowners	Lead and/or Support	Land, Financial incentives
Financial assistance	Tax abatement, waivers, loans, grants, and financing for firms meeting specified criteria. Can be targeted as desired to support goal such as recruitment, retention, expansion, family-wage jobs, or sustainable industry.	County, special service districts, other taxing districts	Lead	Regulation, Taxes, Financial incentives
Business incubators	Help develop low-cost space for use by new and expanding firms with shared office services, access to equipment, networking opportunities, and business development information. Designate land for live-work opportunities.	Education/research institutions, Chamber of Commerce, Small Business Administration (Federal)	Support	Entrepreneurship, Innovative capacity, Access to markets
Business/start- up accelerators	Provide similar services and opportunities as a business incubator but using a specific timeframe for businesses to meet certain benchmarks. Help connect businesses with funding at the end of the time period of the program to continue product development.	Business Administration (Federal), venture	Support	Entrepreneurship, Innovative capacity, Access to markets
Mentoring and advice	Provide low-cost mentors and advice for local small businesses in the area of management, marketing, accounting, financing, and other business skills.		Support	Entrepreneurship, Innovative capacity
Export promotion	Assist businesses in identifying and expanding into new products and export markets; represent local firms at trade shows and missions.	State, Chamber of Commerce, regional economic development partners	Support	Entrepreneurship, Innovative capacity, Access to markets

Category/Policy Examples	Description and Examples	Potential Partners	City Lead or Support Role	Relevant Factors of Production
Workforce	Policies to improve the quality of the workforce available to local firms.			
Job training	Create opportunities for training in general or implement training programs for specific jobs or specific population groups (i.e. dislocated workers).	School districts, education/research institutions, businesses	Support	Labor
Job access	Provide transit/shuttle service to bring workers to job sites.	Businesses, transit agency	Support	Labor, Local infrastructure
Jobs/housing balance	Make land available for a variety of low-cost housing types for lower income households, ranging from single-family housing types to multifamily housing.	Developers, landowners, businesses, affordable housing developers, other housing agencies or developers	Support	Land, Labor, Quality of life
Other				
Regional collaboration	Coordinate economic development efforts with the County, the State, and local jurisdictions, utilities, and agencies so that clear and consistent policies and objectives are developed.	Regional economic development partners, county, nearby cities, Business Oregon	Lead initiation of the coordination, participatory in the coordination process	Innovative capacity
Quality of life	Maintain and enhance quality of life through good schools, cultural programs, recreational opportunities, adequate health care facilities, affordable housing, neighborhood protection, and environmental amenities.	recreational districts, hospitals and medical providers, affordable housing providers, and other	. •	Local infrastructure, Labor, Land, Quality of life

Source: ECONorthwest.





Tonight's Update

- Where We've Been
 - Housing Needs Analysis
 - Economic Opportunities Analysis
- What We've Heard from the Community
 - Housing Strategies
 - Economic Development Strategies
 - Broad Planning Policy Input
- Next Steps

2019



Tualatin 2040

Housing Needs Takeaways

- Total Buildable Land: 322 acres
 - Over 50 % designated Low/Medium Low Density Residential
- 2040 Forecast: 1,014 dwelling units
 - 1,915 at full build out
- Future Housing Mix (recommended):
 - Single Family Detached 40%
 - Single Family Attached 15%
 - Multifamily 45%



Housing Needs Takeaways (Cont'd)

Land Availability

- Surplus 101 acres- Low/Medium Low Density Residential
- Deficit 11 acres- Medium High and High/High Rise Residential

Affordability

- 22% homeowners and 56% renter households pay more than 30% income in housing costs
- Combination of land cost and fees = cost rising on all levels



Economic Opportunities Takeaways

- Buildable Land Inventory: 385 buildable acres
 - Over 95 % designated Industrial
- 2040 Forecast: 53,332 employees
 - Increase of 12,850 employees from today
 - Estimated 1.39% annual growth rate
- Allocation of New Employees
 - Industrial-45%
 - Retail- 8%
 - Office-45%
 - Government- 2%



Economic Opp. Takeaways (Cont'd)

Land Availability

- Deficit of Industrial 74 acres
- Deficit of Retail/Office- 175 acres
- No "Tier 1" Industrial sites are "shovel ready"

Employment

- 2% of businesses have more than 100 employees
- Over 93% Tualatin's workforce lives outside of Tualatin



Tualatin 2040



Housing Strategy

Step 1:

June 27, 2019

Step 2:

Aug. 8, 2019

Step 3:

Aug. 8, 2019

Step 4:

Sept. 26, 2019

Process for Developing the Housing Strategy

Identify Categories of Housing Issues Based on: Analysis from the HNA Discussions with CAC and TAC Stakeholder Interviews **Develop Goals for Each** Category of Issue Based on: Discussion with CAC **Develop List of Actions to** Implement Each Goal Based on: Discussions with CAC **Develop Housing Strategy** Memorandum Based on: Reconciliation of Goals and Actions from CAC discussion Further discussions with CAC and TAC Completed Fall 2019

Policy Prioritization

Prioritization of Housing and All Other
Policies and Actions
Planning Commission
City Council
Completed Winter 2020

Policy Implementation

Implementation of Priority
Policies and Actions
per City Council decision

Begins after Winter 2020



Housing Strategy Discussion

Question:

 Given the existing, limited amount of buildable land available, what are the most effective ways to meet Tualatin's existing and future housing needs, while improving quality of life in Tualatin?



Housing Policy Strategies:

- Adequate land supply
- Housing type variety
- 3. Affordability and affordable housing
- 4. Funding tools
- 5. Redevelopment opportunities
- 6. Housing-transportation-other connections



Economic Development Strategy

Process for Developing the Economic Development Strategy

Step 1:

June 27, 2019

Step 2:

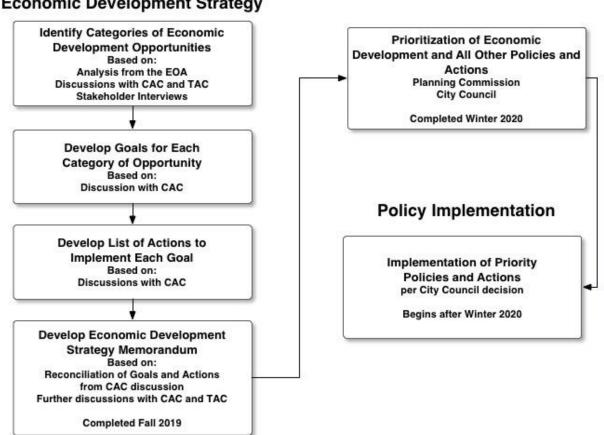
Aug. 22, 2019

Step 3:

Aug. 22, 2019

Step 4:

Sept. 26, 2019



Policy Prioritization

Tualatin 2040

2019



Economic Strategy Discussion

Questions:

- Given the existing, limited amount of buildable land available, what are the most effective ways to build on the city's economic assets, while improving quality of life in Tualatin?
- What do you think the City's role should be in Economic Development and what resources are required?

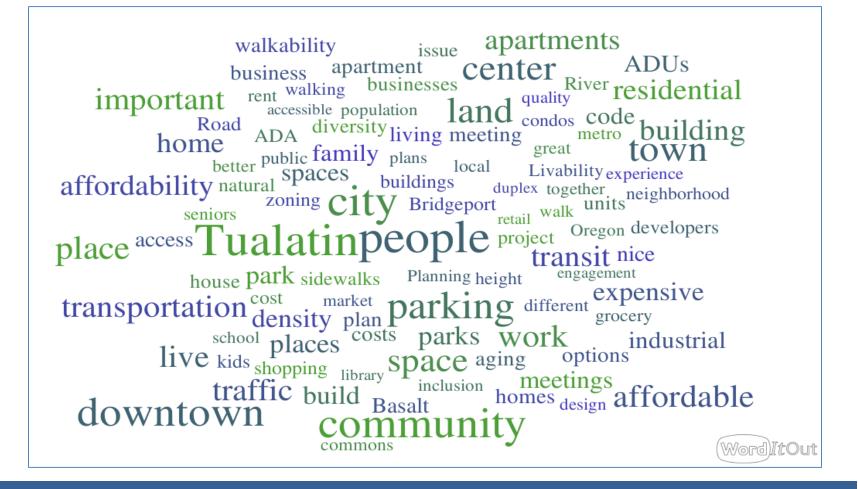


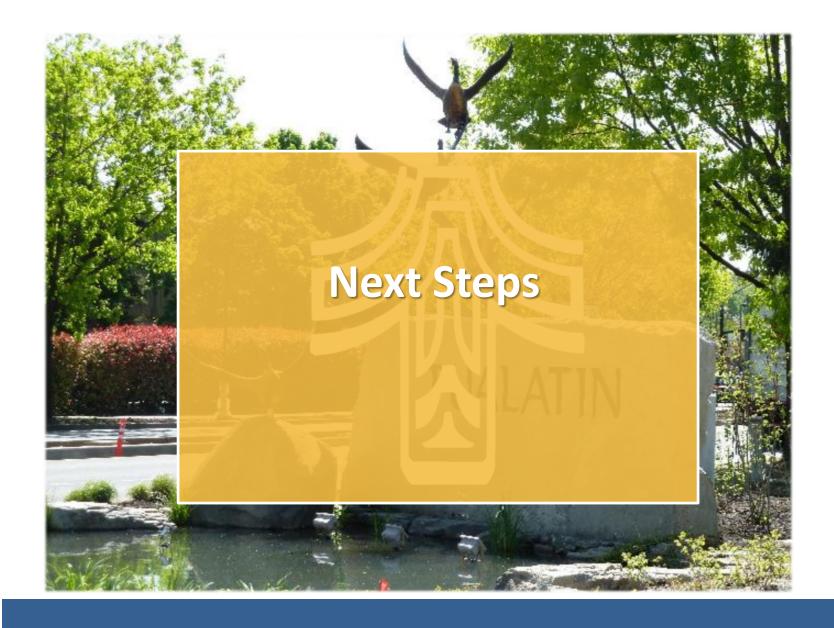
Economic Development Strategies:

- Efficient use of buildable Land
- 2. Redevelopment opportunities
- 3. Business retention, growth and attraction
- 4. Planning and economic development connections



Stakeholder Feedback





Tualatin 2040 2019

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Upcoming Schedule: Fall 2019

September 25

Final Technical Advisory Committee Meeting

September 26

Final Community Advisory Committee Meeting

October/ November

- Public Comment on Draft Prioritization Plan
- City Council Meeting on Draft Prioritization Plan
- Planning Commission Meeting on Draft Prioritization Plan

December

City Council Meeting on Final Prioritization Plan



Three Parallel Paths Forward

Policy Prioritization Plan

Tualatin's
Economic
Development
Strategic Plan

Update Tualatin's

Development Code

and

Create a Housing

Strategy



2019





CITY OF TUALATIN Staff Report

TO: Honorable Mayor and Members of the City Council

THROUGH: Sherilyn Lombos, City Manager

FROM: Nicole Morris, Deputy City Recorder

DATE: September 23, 2019

SUBJECT:

Consideration of Approval of the Regular Meeting of September 9, 2019

RECOMMENDATION:

Staff respectfully recommends the Council adopt the attached minutes.

ATTACHMENTS:

-City Council Regular Meeting Minutes of September 9, 2019



OFFICIAL MINUTES OF THE TUALATIN CITY COUNCIL MEETING FOR SEPTEMBER 9, 2019

Present: Council President Nancy Grimes, Councilor Bridget Brooks, Councilor Robert Kellogg,

Councilor Paul Morrison, Councilor Maria Reyes, Councilor Valerie Pratt

Absent: Mayor Frank Bubenik

Call to Order

Council President Grimes called the meeting to order at 7:03 p.m.

Pledge of Allegiance

Announcements

1. Proclamation Declaring September 2019 as Emergency Preparedness Month

Councilor Kellogg read the proclamation declaring September 2019 as Emergency Preparedness Month.

2. ¡Viva Tualatin! Announcement

Recreation Manager Julie Ludemann and Community Engagement Interns Sandra Hernandez and Elise Burton invited all citizens to attend Viva Tualatin on September 14, 1-9 p.m., at Tualatin Community Park. Highlights of the event include live music and dance performances, food and drinks, local business vendor booths, and free kids activities.

Public Comment

Glenn Shaver from the Stafford Hamlet announced the 3rd Annual Stafford Hamlet Family Fest on September 14, 10 a.m. to 4 p.m., at Fiala Farms.

Tualatin Life Publisher Mike Antonelli introduced their new journalist Laura Stewart who will be covering future Council meetings.

Chamber of Commerce Director Linda Moholt announced a land deal that recently fell through due to the cities high fees. She stated they backed out of the deal and opted to buy land further south due to the cost. She wants to ensure the Council look at fees all throughout the Metro when considering rate increases and adding new fees.

Consent Agenda

Motion to adopt the consent agenda made by Councilor Kellogg, Seconded by Councilor Brooks. Voting Yea: Council President Grimes, Councilor Brooks, Councilor Kellogg, Councilor Morrison, Councilor Reyes, Councilor Pratt

MOTION PASSED

1. Consideration of Approval of the Work Session and Regular Meeting of August 12, 2019

- Consideration of <u>Resolution No. 5463-19</u> to Award the Contract for Engineering Services for the SW 65TH / Nyberg Sanitary Sewer Trunk Main Rehabilitation: Permitting Process, Design, and Construction Services
- 3. Consideration of <u>Resolution No. 5466-19</u> Authorizing the City Manager to Execute Change Orders for the Sagert Street Pedestrian Connectivity and Enhancement Project
- 4. Consideration of <u>Resolution No. 5467-19</u> Authorizing the City Manager to Execute an Intergovernmental Agreement With Metro to Exchange Funding Sources Related to the Herman Road Project
- 5. Consideration of <u>Resolution No. 5468-19</u> Authorizing the City Manager to Execute an Intergovernmental Agreement with the City of Sherwood regarding the SW Galbreath Drive Sanitary Sewer Extension
- 6. Consideration of <u>Resolution No. 5469-19</u> Delegating Authority to the City Manager to Conduct a Public Meeting and Make Reports to the Oregon Housing and Community Services Department in Compliance with HB 4006 (2018)

Special Reports

1. Summer Programs Recap and Fall Preview

Recreation Supervisor Julie Ludemann and Public Services Manager Sarah Jesudason presented the summer recap and fall preview. The library hosted a variety of activities this summer including the annual Summer Reading program, Atfalati Summer Lunch program, and Summer Reading at the Commons. The summer camp program hosted kids ages four through eleven with nearly 7,000 contact hours. The teen adventure camp program hosted teens over nine weeks with 4,860 contact hours. Concerts and Movies on the Commons ran July through August and had nearly 6,000 people attend. Teen volunteers participated in TEAM Tualatin, assisted in the library, and served on the Youth Advisory Council. The Police Department held National Night Out in August and hosted 175 students in the Gang Resistance Education and Training (GREAT) Camp. The Juanita Pohl center hosted over 5,000 participants in fitness, enrichment, travel, and wellness programs while also serving nearly 5,000 meals. Recreation partners over the summer included the Tualatin Crawfish Festival, Tualatin Heritage Center, Browns Ferry Park Kayak and Canoe Rentals, Willowbrook Arts Camps, the Tigard-Tualatin Summer Lunch Program, and the YMCA and Skyhawks Camps. Facility rentals this year hosted 185 picnic shelter rentals. A special Ibach Park Storm Drain Art project was completed in partnership with the Tualatin Riverkeepers.

Upcoming fall activities at the Library include Ice Age history, Music at the Hearth, makerspaces times for adults and kids, and trivia nights. New programs this fall include Teen Book Club, civics programs, and citizenship partnership classes. Volunteer Services will be offering volunteer opportunities with the Put Down Roots in Tualatin event and other library programs including Spruce up the Library and Tween Takeover. The Juanita Pohl Center will be hosting the Annual Veterans' Recognition Breakfast, the Better Balance Fair, and a Harvest Festival. Community Services will be hosting the West Coast Giant Pumpkin Regatta and the new event Pumpkins and Pints. Look for more information about all of these events on the city's website.

General Business

1. Consideration of **Ordinance No. 1425-19** Relating to Social Gaming in Tualatin

Lisa Thorpe presented an ordinance on social gaming. She recapped the definition of social gaming and what the State allows cities to regulate. The Council directed staff at the July 8 work session to conduct community outreach and prepare an ordinance. Analyst Thorpe stated community engagement on the ordinance included a fact sheet, outreach to affected establishments, posts on social media, and presentations to CIO Presidents. She stated the proposed ordinance includes an annual license and background check, age requirements, no house income, no entrance fees, and no employee participation. If adopted the ordinance would go into effect in 30 days followed by a presentation of an updated fee schedule with a licensing structure.

Councilor Reyes asked if city staff monitors social media post. Analyst Thorpe stated comments are monitored by staff and questions are answered when necessary.

Councilor Morrison asked about how the wording in the ordinance would affect raffles for nonprofits. Analyst Thorpe stated the city's ordinance would not affect nonprofits as those are regulated by the Department of Justice.

PUBLIC COMMENT

Tualatin Chamber of Commerce Director stated the Chamber is not allowed to raffle anything with alcohol in it per a letter from the Department of Justice. Analyst Thorpe stated charity organizations are regulated by the Department of Justice and not the city.

Motion for first reading by title only made by Councilor Kellogg, Seconded by Councilor Reyes. Voting Yea: Council President Grimes, Councilor Brooks, Councilor Kellogg, Councilor Morrison, Councilor Reyes, Councilor Pratt

MOTION PASSED

Motion for second reading by title only made by Councilor Kellogg, Seconded by Councilor Brooks.

Voting Yea: Council President Grimes, Councilor Brooks, Councilor Kellogg, Councilor Morrison, Councilor Reyes, Councilor Pratt

MOTION PASSED

Motion to adopt Ordinance No. 1425-19 relating to social gaming in Tualatin made by Councilor Kellogg, Seconded by Councilor Brooks.

Voting Yea: Council President Grimes, Councilor Brooks, Councilor Kellogg, Councilor Morrison, Councilor Reyes, Councilor Pratt

MOTION PASSED

2. Consideration of <u>Ordinance No. 1426-19</u> Relating to the Architectural Review Board; and Amending Tualatin Municipal Code Chapter 11-8

City Attorney Brady stated as part of the Tualatin Development Code Improvement Project (TDCIP), which updated the whole Tualatin Development Code for readability and ease of use, Ordinance No. 1414-18 modified or deleted the cross-references related to the Architectural Review Board. As a result, the Tualatin Municipal Code now needs to be amended to add language related to the membership, powers, and duties of the Architectural Review Board.

PUBLIC COMMENT

None.

Motion for first reading by title only made by Councilor Pratt, Seconded by Councilor Brooks. Voting Yea: Council President Grimes, Councilor Brooks, Councilor Kellogg, Councilor Morrison, Councilor Reyes, Councilor Pratt

MOTION PASSED

Motion for second reading by title only made by Councilor Pratt, Seconded by Councilor Kellogg. Voting Yea: Council President Grimes, Councilor Brooks, Councilor Kellogg, Councilor Morrison, Councilor Reyes, Councilor Pratt

MOTION PASSED

Motion to adopt Ordinance No. 1426-19 relating to the Architectural Review Board; and amending Tualatin Municipal Code Chapter 11-8 made by Councilor Pratt, Seconded by Councilor Kellogg.

Voting Yea: Council President Grimes, Councilor Brooks, Councilor Kellogg, Councilor Morrison, Councilor Reyes, Councilor Pratt

MOTION PASSED

Council Communications

Councilor Brooks toured the City of Lake Oswego Luscher Farms property to learn more about their living farm programs.

Councilor Kellogg stated he attended the Luscher Farms tour to explore the concepts the City of Lake Oswego uses there. He announced Clackamas County Commissioner Paul Savas and the Clackamas County Sheriff will be holding a briefing on traffic on Stafford Road at Athey Creek Middle School, September 11, from 6-7:30pm. Councilor Kellogg stated a briefing was held on the SW Corridor project to discuss the funding gap. He stated a decision on what to be submitted to the federal government will be made at the end of October.

Councilor Reyes announced the Historical Society will be recording the history of immigrant citizens of Tualatin at Viva Tualatin.

Adjournment

ſ	Council President (Frimes	adiourned	the r	meetina	at 8:05 n n	n
v	JUULIULI LESIUELIL (פטווווכס	auluullicu	เมเตม	HEELHIU	at 0.00 D.II	11.

Sherilyn Lombos, City Manager	
	/ Nicole Morris, Recording Secretary
	/ Frank Bubenik, Mayor



CITY OF TUALATIN Staff Report

TO: Honorable Mayor and Members of the City Council

THROUGH: Sherilyn Lombos, City Manager

FROM: Nicole Morris, Deputy City Recorder

DATE: 09/23/2019

SUBJECT:

Consideration of Approval of a New Liquor License Application for Taqueria El Mariachi Loco

RECOMMENDATION:

Staff respectfully recommends the Council approve endorsement of the liquor license application for Taqueria El Mariachi Loco.

EXECUTIVE SUMMARY:

Taqueria Mariachi Loco, LLC has submitted a new liquor license application under the category of full on-premises. This would permit them to sell and serve distilled spirits, malt beverages, wine, and cider for consumption at their location. They would also be permitted to sell malt beverages for off-site consumption in securely covered containers provided by the customer. The business is located 8292 SW Nyberg St. The application is in accordance with provisions of Ordinance No. 680-85 which establishes procedures for liquor license applicants. Applicants are required to fill out a City application form, from which a review by the Police Department is conducted, according to standards and criteria established in Section 6 of the ordinance. The Police Department has reviewed the new liquor license application and recommended approval. According to the provisions of Section 5 of Ordinance No. 680-85 a member of the Council or the public may request a public hearing on any of the liquor license requests. If such a public hearing request is made, a hearing will be scheduled and held on the license. It is important that any request for such a hearing include reasons for said hearing.

FINANCIAL IMPLICATIONS:

A fee has been paid by the applicant.

ATTACHMENTS:

- -Application
- -Vicinity Map
- -License Types



CITY OF TUALATIN

SEP Attn: Deputy City Recorder 18880 SW Martinazzi Ave

Return Completed form to:

LIQUOR LICENSE APPLICATION MSVCs_ENG&BLOG_LIREADY

Date 9/4/19

IMPORTANT: This is a three-page form. You are required to complete all sections of the form. If a question does not apply, please indicate N/A. Please include full names (last, first middle) and full dates of birth (month/day/year). Incomplete forms shall receive an unfavorable recommendation.

Thank you for your assistance and cooperation.

SECTION 1: TYPE OF APPLICATION
Original (New) Application - \$100.00 Application Fee. Change in Previous Application - \$75.00 Application Fee. Renewal of Previous License - \$35.00 Application Fee. Applicant must possess current business license. License #
Temporary License - \$35.00 Application Fee.
SECTION 2: DESCRIPTION OF BUSINESS
Name of business (dba): El Marich Luco
Business address 3292 5w Nyberg City Tualatin State OR Zip Code 97062
Mailing address 32770 Sw Tongue LW City Cornelius State OR Zip Code 97113
Telephone #_ <u>503-314-7155</u> Fax #
Email Sanakjundro 123 Qymail com
Name(s) of business manager(s) First Heriboto Middle Last Cucllar
Date of birth_
Home address (attach additional pages if necessary)
Type of business Mexican Restaurant
Type of food served Mexican Food
Type of entertainment (dancing, live music, exotic dancers, etc.) <u>ໄປເ </u>
Days and hours of operation Ham - 8pm
Food service hours: Breakfast <u> //am - gem</u> Lunch <u> //am - gem</u> Dinner <u> //am - gem</u>
Restaurant seating capacity 4 4 Outside or patio seating capacity 20
How late will you have outside seating? e_{e} How late will you sell alcohol? e_{e}

low many full-time employees do you have?	Part-time employees? 2
SECTION 3: DESCRIPTION OF LIQUOR LICENS	E
Name of Individual, Partnership, Corporation, LLC,	or Other applicants Tayloria El Marichile
Type of liquor license (refer to OLCC form)	
Form of entity holding license (check one and answ	er all related applicable questions):
INDIVIDUAL: If this box is checked, provide Full name	Date of birth
for each partner. If more than two partners exist individuals, also provide for each partner a descrinformation required by the section correspondin Full name	ription of the partner's legal form and the g to the partner's form. Date of birthDate of birth
(a) Name and business address of registered age Full name Himbur Culliv Business address 8292 Sw Wyberg	ent. St Tuglakin 97062
(b) Does any shareholder own more than 50% of yes, provide the shareholder's full name, date Full name	the outstanding shares of the corporation? If of birth, and residence address.
Residence address	71. Marchaelle 1910 (1910) 201 (1910) 201 (1910)
(c) Are there more than 35 shareholders of this c shareholders, identify the corporation's preside birth, and residence address. Full name of president:	ent, treasurer, and secretary by full name, date of
Residence address:	1
Residence address:	Date of birth:
Full name of secretary:Residence address:	Date of birth:
LIMITED LIABILITY COMPANY: If this box is residence address of each member. If there are complete this question. If members are not individescription of the member's legal form and the into the member's form. Full name:	is checked, provide full name, date of birth, and more than two members, use additional pages to iduals, also provide for each member a formation required by the section corresponding
Residence address:	

Full name:Date of birth:				
OTHER: If this box is checked, use a separate page to describe the entity, and identify with reasonable particularity every entity with an interest in the liquor license.				
SECTION 4: APPLICANT SIGNATURE				
A false answer or omission of any requested information on a unfavorable recommendation.	ny page of this form shall result in an			
Signature of Applicant	9-5-19 Date			
Sources Checked: DMV by LEDS by TuF Public Records by				
DMV by LEDS by LEDS by	D Records by			
Public Records by				
Number of alcohol-related incidents during past year for location.				
Number of Tualatin arrest/suspect contacts for				
It is recommended that this application be:				
Granted				
Denied Cause of unfavorable recommendation:				
BHA	9-10-A			
Signature	Date			

Bill Steele Chief of Police Tualatin Police Department

OREGON LIQUOR CONTROL COMMISSION LICENSE TYPES

FULL ON-PREMISES SALES

Commercial Establishment

Sell and serve distilled spirits, malt beverages, wine, and cider for consumption at that location (this is the license that most "full-service" restaurants obtain). Sell malt beverages for off-site consumption in securely covered containers provided by the customer. Food service required. Must purchase distilled liquor only from an Oregon liquor store, or from another Full On- Premises Sales licensee who has purchased the distilled liquor from an Oregon liquor store.

Caterer

Allows the sale of distilled spirits, malt beverages, wine, and cider by the drink to individuals at off-site catered events. Food service required.

Passenger Carrier

An airline, railroad, or tour boat may sell and serve distilled spirits, malt beverages, wine, and cider for consumption on the licensed premises. Food service required.

Other Public Location

Sell and serve distilled spirits, malt beverages, wine, and cider for consumption at that location, where the predominant activity is not eating or drinking (for example an auditorium; music, dance, or performing arts facility; banquet or special event facility; lodging fairground; sports stadium; art gallery; or a convention, exhibition, or community center). Food service required.

Private Club

Sell and serve distilled spirits, malt beverages, wine, and cider for consumption at that location, but only for members and guests. Food service required.

LIMITED ON-PREMISES SALES

Sell and serve malt beverages, wine, and cider for onsite consumption. Allows the sale of malt beverages in containers (kegs) for off-site consumption. Sell malt beverages for off-site consumption in securely covered containers provided by the customer.

OFF-PREMISES SALES

Sell factory-sealed containers of malt beverages, wine, and cider at retail to individuals in Oregon for consumption off the licensed premises. Eligible to provide sample tastings of malt beverages, wine, and cider for consumption on the premises. Eligible to ship manufacturer-sealed containers of malt beverages, wine, or cider directly to an Oregon resident.

BREWERY PUBLIC HOUSE

Make and sell malt beverages. Import malt beverages into and export from Oregon. Distribute malt beverages directly to retail and wholesale licensees in Oregon. Sell malt beverages made at the business to individuals for consumption on or off-site.

WINERY

Must principally produce wine or cider in Oregon. Manufacture, store, and export wine and cider. Import wine or cider *If bottled, the brand of wine or cider must be owned by the licensee*. Sell wine and cider to wholesale and retail licensees in Oregon. Sell malt beverages, wine, and cider to individuals in Oregon for consumption on or off-site.







TO: Honorable Mayor and Members of the City Council

THROUGH: Sherilyn Lombos, City Manager

FROM: Clayton Reynolds, Maintenance Services Manager

DATE: 09/11/2019

SUBJECT:

Consideration of **Resolution No. 5470-19** Purchasing a 2019 Camel Jet-Vac Truck

RECOMMENDATION:

Staff recommends approval of Resolution 5470-19

EXECUTIVE SUMMARY:

The Camel Jet-Vacuum Truck is the equipment used to clean the manholes and lines in the storm and sewer system. It is important the vehicle remains in reliable condition to meet the annual cleaning requirements set by Clean Water Services. The City's current Camel Jet-Vac truck will be over 15 years old and is anticipated to have over 11,000 hours of run time by the time a replacement arrives.

OUTCOMES OF DECISION:

The City will replace an essential vehicle that meets annual cleaning requirements of the storm and sewer system.

FINANCIAL IMPLICATIONS:

The total cost of the vehicle is \$492,242, which includes a \$25,000 trade-in value for the old Camel truck. The funding sources for this purchase are the Sewer Operating Fund and the Storm Drain Operating Fund. Both funds will supply 50% of the total cost - \$246,121 from each fund - for the 19/20 fiscal year. This purchase was budgeted for and discussed during the FY 2019/2020 budget meetings.

ATTACHMENTS:

- Resolution No. 5470-19 Purchasing of a 2019 Camel Jet-Vac Truck

RESOLUTION NO. 5470-19

A RESOLUTION AUTHORIZING THE PURCHASE OF A 2019 CAMEL VAC-TRUCK THROUGH INTERSTATE COOPRATIVE PROCUREMENT

WHEREAS, the City is a member of the Houston-Galveston Area Council (HGAC) Buy Cooperative Purchasing program;

WHEREAS, as required by ORS 279A.220, the City provided notice in the Daily Journal of Commerce on September 6, 2019 indicating its intent to award a contract through an interstate cooperative procurement;

WHEREAS, the City provided at least seven days for vendors who would otherwise be prospective bidders or proposers on the contract an opportunity to comment on the City's intent to establish a contract through an interstate cooperative procurement;

WHEREAS, the City did not receive any comments;

WHEREAS, the procurement complied with the City's and State public contracting requirements; and

WHEREAS, the City wishes to award the contract through an interstate cooperative procurement.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TUALATIN, OREGON, that:

Section 1. The City awards an authorization to Super Products, LLC. for the purchase of a Camel 1200 Combination Jet-Vac Truck for \$492,242, under the Houston-Galveston Area Council (HGAC) terms and conditions of the cooperative procurement.

Section 2. The City Manager is authorized to execute any and all documents necessary to effectuate the procurement.

Section 3. This resolution is effective upon adoption.

Adopted by the City Council this 23rd day of September, 2019.

	CITY OF TUALATIN, OREGON
	BY Mayor
APPROVED AS TO FORM	ATTEST:
BY	ВҮ
City Attorney	City Recorder

General Administrative Fees		
Agenda Packet	same as photocopy rate	
Ordinances or Portions Thereof	same as photocopy rate	
Photocopies:		
Per page/side (up to 8.5"x14")	0.25	
Per page/side (11"x17")	0.50	
Color - per page/side (up to 8.5"x14")	1.00	
Color - per page/side (11"x17")	1.50	
Certified Copies - per document	\$5.00 plus postage	
Copies of Audio CDs	20.00 including CD	
Copies of Video CDs	20.00 including CD	
Copies of Photographs on CD	20.00 including CD	
Thumb Drive (2 GB)	10.00	
Storage Retrieval Fee	30.00	
Staff Time:		
-Up to 30 minutes	no charge	
-Over 30 minutes	employee cost	

Development Fees			
Addressing Fees:			
Change of existing address	216.00		
Assign single family	54.00 + 7.00 per lot		
Multi-Family - less than 50 units	66.00 + 7.00 per unit		
Multi-family - 50+ units	66.00 + 4.00 per unit		
Non-residential (suite assignment)	66.00 for address + 44.00 per suite		
Amendment to Comprehensive Plan Map	2,320.00		
Amendment to Comprehensive Plan Text/Landmark Designation/Removal of Landmark Designation	2,320.00		
Annexation	1,580.00		
Appeal Proceeding to Council	150.00		
Appeal Expedited Process to Referee, Deposit per ORS 197.375	336.00		
Architectural Review Application, Nonexpedited Process:			
Estimated Project Value:			
Under \$5,000	130.00		
\$5,000 - \$24,999.99	610.00		
\$25,000 - \$99,999.99	1,100.00		
\$100,000 - 499,999.99	1,825.00		
\$500,000 and greater	2,675.00		
Architectural Review, Minor	105.00		
Architectural Review, Single-family Level I (Clear & Objective)	105.00		

Development Fees (continued)			
Architectural Review, Single-family Level II (Discretionary)	810.00		
Architectural Review, Accessory Dwelling Unit (ADU)	105.00		
Conditional Use Permit	1,580.00		
Conditional Use Permit Renewal	1,580.00		
Extension Request Reviewed by Staff	225.00		
Extension Request Reviewed by Architectural Review Board	1,275.00		
Interpretation of Development Code	105.00		
Industrial Master Plans	2,020.00		
Landmark Alteration/New Construction Review	124.00		
Central Urban Renewal Master Plan	2,020.00		
Driveway Approach Permit	300.00		
Engineering Copies:			
18" x 24"	3.00		
24" x 36"	4.00		
36" x 48"	5.00		
Erosion Control Fees:			
a. Non-Site Development			
1. New construction	325.00		
2. Additions, remodels and demolitions disturbing less than 1,000 s.f.	105.00		
b. Development Sites without infrastructure or vegetated corridor	325.00 plus 325.00		
improvements	prorated for each acre over 1/2 acre		
c. Subsequent Site Development (Early EC Inspection Fee)	\$325.00 or 1/2 of the EC		
	Only Fee, whichever is greater		
Plan check fee			
Single family home in subdivision	72.50		
commercial, industrial, multi-family or large homesites not	987.00		
in an existing subdivision			
Hydraulic Modeling for Commerical/Industrial Retail and Multi-family units	300.00/bldg		
Hydraulic Modeling for New Subdivisions with 50 or more lots	1,000.00		
Landmark Demolition Review	135.00		
Landmark Relocation Review	62.00		
License to Keep Chickens	50.00		
Mobile Food Unit Permit	100.00		
Partition,* Nonexpedited & Expedited Processes	440.00		
Partition,* Nonexpedited & Expedited Extension/Modification	145.00		
Partition,* Nonexpedited, Appeal Proceeding to Council	145.00		
Partition,* Expedited, Appeal to Referee, Deposit per ORS 197.375	325.00		

Development Fees (continued)			
Partition,* Minor Variance included & primary use is a single family dwelling & not in RL or RML Add 150.00			
Partition,* Minor Variance included & primary use is not a single family dwelling & not in RL or RM Add 227.			
Pre-Application Meeting 227.50			
operty Line Adjustment,* primary use is a single family dwelling in RL or RML 77.50			
Property Line Adjustment,* Minor Variance included & primary use is a single family dwelling in RL or RML	Add 150.00		
Property Line Adjustment,* primary use is not a single family dwelling in RL or RML	335.00		
Property Line Adjustment,* Minor Variance included & primary use is not a single family dwelling in RL or RML	Add 150.00		
Property Line Adjustment,* Appeal Proceeding to Council	150.00		
	5% of est. value of work but not less than		
Public Works Construction Permit Deposit	500.00		
Public Works Construction Code	55.00 + postage		
Reinstatement of Nonconforming Use	1,580.00		
Request for Council Rehearing	186.00		
Sidewalk Permit	150.00		
Ordinance 8.50			
Sign Code Variance	750.00		
Sign Permit:			
New Sign or Structural Change to Existing Sign	210.00		
Temporary Sign or Each Face Change to Existing Sign			
treet Name Change 150.00			
Street Vacation Application Deposit	378.00		
Subdivision,* Nonexpedited and Expedited Processes	3,000.00		
Subdivision,* Variance included & primary use is a single family dwelling in RL or RML	Add 300.00		
Subdivision,* Variance included & primary use is not a single family dwelling in RL or RML	Add 378.00		
Subdivision,* Minor Variance included & primary use is a single family dwelling in RL or RML	Add 150.00		
Subdivision,* Minor Variance included & primary use is not a single family dwelling in RL or RML	Add 227.50		
Subdivision,* Nonexpedited, Extension/Modification By Council	687.00		
Subdivision,* Expedited, Extension/Modification By City Engineer	175.00		
Subdivision,* Nonexpedited, Appeal Proceeding to Council	150.00		
Subdivision,* Expedited Appeal to Referee, Deposit per ORS 197.375	335.00		
Temporary Certificate of Occupancy	100.00		
Temporary Uses:			
1 - 3 days	55.00		
4 - 180 days	55.00 + 1.50/day		
Over 3 days	not to exceed 200.00 total		
	Indexed annually per Washington County		
Transportation Development Tax	Code, Section 3.17		

Development Fees (continued)				
Tree Removal Permit, 1 tree	310.00			
each additional tree, \$10.00 not to exceed a total of	340.00			
Variance:				
When primary use is a single family dwelling in RL or RML	320.00			
When primary use is not a single family dwelling in RL or RML 1,580.00				
Variance, Minor:				
When primary use is a single family dwelling in RL or RML	320.00			
When primary use is not a single family dwelling in RL or RML	1,085.00			
· · · · · · · · · · · · · · · · · · ·	5% of est. value of work but not less than			
Water Quality Permit Deposit	500.00			
Zone of Benefit Application Fee	750.00			
All Other Development Actions	Cost Recovery			
·	,			
Core Area Parking District				
Core Area Parking District Tax Appeal	135.00			
-				
Finance Department	145.00			
L.I.D. Assessment Apportionment Fee	115.00			
Lien Search Fee (per tax lot)	35.00			
Passport Photo	17.00			
Recovery Charge Installment Payment Plan Application Fee	235.00			
Returned Checks (per check for processing NSF check)	37.50			
Zone of Benefit Recovery Charge Administration Fee	125.00			
Social Gaming License				
Application Fee 100.00				
Annual Renewal Fee	100.00			
Geographic Information System Citywide aerial photo, 36" x 42"	em 35.00			
Subdivision street map, 34" x 36"	20.00			
Street map, 22" x 22"	10.00			
Planning Districts, 34" x 44"	20.00			
Planning Districts, 18" x 24"	10.00			
Custom Mapping	\$60.00/hr, plus materials			
Mailing Lists	32.00			

Legal Services Department			
Development Code (hard copy) 70.00 each + postage			
Updates (hard copy)			
8.5" x 11"	0.25 per page/side + postage		
11" x 17"	0.50 per page/side + postage		
Color - 8.5" x 11"	1.00 per page/side + postage		
Color – 11" x 17"	1.50 per page/side + postage		
Tualatin Municipal Code (hard copy)	55.00 each + postage		
Thumb Drive (2GB) containing electronic copies of Tualatin Municipal			
Code and/or Development Code	10.00 + postage		

Municipal Court			
Traffic School and Compliance Program Fees:			
Class A	275.00		
Class B	160.00		
Class C	125.00		
Class D	100.00		
Seat Belt Class	70.00		
Vehicle Compliance Program	35.00		
Collection Fee	25% of ordered amount		
License Restatement Fee	70.00		
Overdue Payment Letter Fee	10.00		
Failure to Appear – Arraignments	40.00		
Failure to Appear – Trials	100.00		

Fees Effective September 24, 2019

Parks and Recreation					
Browns Ferry Park Community Center					
Area	Time	Class 1 & 2	Class 3	Class 4	
				Resident	Non-Resident
Meeting Rooms	1 hour	None	\$15.00	25.00	60.00
Garage	1 hour	None	\$15.00	25.00	60.00
Studio Structure	1 hour	None	\$15.00	25.00	60.00
Sun Room	1 hour	None	\$15.00	25.00	60.00
River Shelter	4 hour	None	\$15.00	25.00	60.00
Alcohol Permit:	Group		None	25.00	50.00
	Special Eve	nts	None	50.00	100.00

Reservations must be made for a minimum of two (2) hours.

\$10.00 handling fee for cancellations

Classification of Users

For the purpose of scheduling reservations and determining fees, groups will be classified as shown below:

Class 1: Activities sponsored by the City of Tualatin.

Class 2: Activities co-sponsored by the City of Tualatin.

Class 3: Non-profit organizations and public agencies serving the youth of Tualatin.

Class 4: All other groups, organizations and individuals are categorized by resident or non-resident for the purpose of determining fees.

Cleaning & Security Deposit - Brown's Ferry Community Center		
Groups for meeting only	50.00	
Groups for kitchen storage and building use	100.00	
Groups using full kitchen facilities	285.00	

The Parks and Recreation Director will determine the amount of the cleaning/security deposit to be refunded based on the building monitor's report.

Fees Effective September 24, 2019

Picnic Shelters and Sports Fields					
Area	Time	Class 1 & 2	Class 3	Class 4	
				Resident	Non-Resident
Rustic	4 hours	None	\$15.00	25.00	60.00
Patio	4 hours	None	\$15.00	25.00	60.00
Main-South	4 hours	None	\$15.00	25.00	60.00
Main-North	4 hours	None	\$15.00	25.00	60.00
Main-Full	4 hours	None	\$15.00	50.00	120.00
Trestle	4 hours	None	\$15.00	25.00	60.00
River Shelter	4 hours	None	\$15.00	25.00	60.00
Horseshoe Pits	4 hours	None	None	15.00	30.00
Sports Fields	2 hours	None	None	20.00	45.00
Sports Fields Lights	2 hours	None	None	20.00	45.00
Turf Fields-TuHS	1 hour	None	None	20.00	40.00
Lights-TuHS	1 hour	None	None	40.00	40.00
Alcohol Permit:	Group		None	25.00	50.00
	Special Ever	nts	None	50.00	100.00

\$10.00 handling fee for cancellations

Classification of Users

For the purpose of scheduling reservations and determining fees, groups will be classified as shown below:

- Class 1: Activities sponsored by the City of Tualatin.
- Class 2: Activities co-sponsored by the City of Tualatin.
- Class 3: Non-profit organizations and public agencies serving the youth of Tualatin.
- Class 4: All other groups, organizations and individuals are categorized by resident or non-resident for the purpose of determining fees.

Fees Effective September 24, 2019

Juanita Pohl Center					
Area	Time	Class 1 & 2	Class 3	Class 4	
				Resident	Non-Resident
East or West Dining Room	1hour	None	15.00	30.00	75.00
Full Dining Room	1 hour	None	20.00	40.00	95.00
Kitchen - Warming only	1 hour	None	15.00	10.00	35.00
Kitchen - Full Service	1 hour	None	15.00	20.00	40.00
Multipurpose Room	1 hour	None	15.00	25.00	65.00
East or West Dining Room &					
West Activity	1 hour	None	15.00	40.00	95.00
Small Classrooms	1 hour	None	5.00	10.00	20.00
Alcohol Permit:	Group	_	None	25.00	50.00
	Special Ever	nts	None	50.00	100.00

Reservations must be made for a minimum of two (2) hours. \$10.00 handling fee for cancellations.

Classification of Users

For the purpose of scheduling reservations and determining fees, groups will be classified as shown below:

Class 1: Activities sponsored by the City of Tualatin, City of Durham official meetings, and Meals on Wheels People, for official center functions.

Class 2: Activities co-sponsored by the City of Tualatin.

Class 3: Non-profit organizations and public agencies serving the youth and general public of Tualatin. Rosters of organization members and 501c3 information required.

Class 4: All other groups, including religious and political organizations and individuals are categorized by resident/non-resident for the purpose of determining fees.

Cleaning & Security Deposit - Juanita Pohl Community Center		
Groups for meeting only 50.00		
Groups for kitchen storage and building use	100.00	
Groups using full kitchen facilities	285.00	

The Parks and Recreation Director will determine the amount of the cleaning/security deposit to be refunded based on the building monitor's report.

Fees Effective September 24, 2019

Tualatin Library Community Room				
Area Time Class 3 Class 4			ss 4	
			Resident	Non-Resident
Community Room	1 hour	15.00	25.00	50.00

Class 1 & 2 - No Charge

\$10.00 handling fee for cancellations

Classification of Users

For the purpose of scheduling reservations and determining fees, groups will be given classified as shown below.

Class 1: Activities sponsored by the Tualatin Public Library and/or City of Tualatin

Class 2: Activities co-sponsored by the Tualatin Public Library and/or City of Tualatin

Class 3: Non-profit organizations

Class 4: All other orgs, including religious and political groups, are categorized by resident/nonresident for purpose of determining fees.

Parks Maintenance			
Street Tree and Installation (Single Family Only)	225.00		
Street Tree Removal (excluding Stump Grinding)	325.00		
Street Tree Stump Grinding	150.00		
Tree-for-a-Fee Program	175.00		
New Tree Grates – Full set of 2 halves	400.00		
New Tree Grates – Half set	200.00		
Tree Grates – Leveling Stone and fastening hardware	25.00		
Tree Grates Improvements	175.00		

Police			
Copies of Police Reports (no charge to victims):			
1 - 10 pages	10.00		
plus each page over 10	0.25		
Alarm Permits:			
Initial Application	25.00		
Annual Renewal	25.00		
1st False Alarm	No charge		
2nd False Alarm	No charge		
3rd False Alarm	90.00		
4th False Alarm	120.00		
5th False Alarm	175.00		
6 th and More False Alarms	235.00 per alarm		
10 or more False Alarms	500.00 Civil Infraction		
Release of Towed (impounded) Vehicles	100.00		
Fingerprinting cards	(first two) 25.00		
Each additional card	each 2.00		
Good Conduct Letter	10.00		

Utilities in the Right-of-Way				
Annual Rights-of-Way Fee:				
Electric	3.5% of Gross Revenue *			
Natural Gas	5.0% of Gross Revenue *			
Communication	5.0% of Gross Revenue *			
Any Utility Operator that does not earn Gross Revenues within the City of Tualatin (Based on total				
Linear Feet of Utility Facilities in the Rights-of-Way):				
Up to 5,000	5,000.00			
5,001 to 10,000	7,500.00			
10,001 to 20,000	10,000.00			
More than 20,000	15,000.00			
* "Gross Revenue" means any and all revenue, of any kind, nature or form, without deduction for				
expenses, less net uncollectibles, derived from the operation of utility facilities in the City of				
Tualatin, subject to allapplicable limitations in federal or state law.				
Rights-of-Way License Application Fee (per TMC 3-6-205)	250.00			
Rights-of-Way License Renewal Application Fee (per TMC 3-6-260)	150.00			
Rights-of-Way Attachment Fees/Small Cell, DAS, etc. (TMC 3-6-120)				
Attachment Application Fees:				
Attachment Application Fee (one-time)	660.00 per attachment			
Expedited Application Fee (voluntary one-time fee for expedited review; City may take of up to 30 days)	1,160.00 per attachment			
Consultant Fee for Processing Application	Actual Cost, plus 25% for administration*			
* Fee would be applied in the event the City does not have the capacity to process applications				
within the legally required timeframe				
Annual Attachment Fee	625.00 per attachment, per year			
The Rights-of-Way Attachment Fees do not apply to Utility Operators subject to and paying the Annual				
Rights-of-Way Fees in TMC 3-6-100				
Water, Sewer, Surface Water Management and Road Utility Fee Rates	Resolution No. 5442-19			



TO: Honorable Mayor and Members of the City Council

THROUGH: Sherilyn Lombos, City Manager

FROM: Don Hudson, Assistant City Manager/Finance Director

DATE: September 23, 2019

SUBJECT:

Consideration of Resolution No. 5471-19 Amending the City of Tualatin Fee Schedule and Rescinding Resolution No. 5445-19

RECOMMENDATION:

Staff recommends adoption of the attached resolution amending the City of Tualatin Fee Schedule and rescinding Resolution No. 5445-19

EXECUTIVE SUMMARY:

On September 9th, Council approved a Social Gaming ordinance with an application fee to be set by resolution. Attached is the updated Fee Schedule with the recommended application fee of \$100 and an annual renewal fee of \$100. All other fees on the fee schedule will remain the same.

ATTACHMENTS:

- Resolution No. 5471-19
- Exhibit A, Fee Schedule

RESOLUTION NO. 5471-19

A RESOLUTION AMENDING THE CITY OF TUALATIN FEE SCHEDULE AND RESCINDING RESOLUTION NO. 5445-19

WHEREAS, the Council has the authority to set fees for materials and services provided by the City; and

WHEREAS, the Council previously adopted the fee schedule by Resolution No. 5445-19; and

WHEREAS, the City Council wishes to include the fees related to the recently approved Social Gaming Ordinance.

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TUALATIN, OREGON, that:

Section 1. The City of Tualatin fee schedule is established and adopted as set forth in "Exhibit A," which is attached and incorporated by reference.

Section 2. This resolution is effective September 24, 2019.

Section 3. Resolution No. 5445-19 is rescinded effective September 24, 2019.

INTRODUCED AND ADOPTED this 23rd Day of September, 2019.

	CITY OF TUALATIN, OREGON
	ВҮ
	Mayor
APPROVED AS TO FORM	ATTEST:
BY	BY
City Attorney	City Recorder



TO: Honorable Mayor and Members of the City Council

THROUGH: Sherilyn Lombos, City Manager

FROM: Nicole Morris, Deputy City Recorder

DATE: 09/23/2019

SUBJECT:

Consideration of Recommendations from the Council Committee on Advisory Appointments

RECOMMENDATION:

Staff recommends the City Council approve the recommendations from the Council Committee on Advisory Appointments (CCAA)

EXECUTIVE SUMMARY:

The CCAA met and interviewed community members interested in participating on City advisory committees. The Committee recommends appointment of the following individuals:

Individuals	Board	Term
Bill Beers	Tualatin Planning Commission	Reappointment Term Expiring 08/31/22
Mona St. Clair	Tualatin Planning Commission	Reappointment Term Expiring 08/31/22
Daniel Bachhuber	Tualatin Planning Commission	Term Expiring 08/31/22
Ursula Kuhn	Tualatin Planning Commission	Term Expiring 08/31/22
Mitch Greene	Tualatin Planning Commission	Term Expiring 08/31/21
Brandon Fill	Parks Advisory Committee	Term Expiring 02/28/20
Abigail Feltner-Smith	Parks Advisory Committee	Term Expiring 02/28/20
Veronica Williams	Budget Advisory Committee	Term Expiring 12/31/22



TO: Honorable Mayor and Members of the City Council

THROUGH: Sherilyn Lombos, City Manager

FROM: Ross Hoover, Parks and Recreation Director

Rich Mueller, Parks Planning and Development Manager

DATE: September 23, 2019

SUBJECT:

Event Facility Planning and Feasibility Study

RECOMMENDATION:

Brown's Ferry Park has been determined not to be suitable for an event facility. Staff will present two event facility study options for Council Consideration.

The options include:

- Modify the feasibility study to include the site location selection.
- Discontinue moving forward with a feasibility study for an event facility.

EXECUTIVE SUMMARY:

Early in the process to prepare for an event facility study at Brown's Ferry Park, staff have identified several site issues, constraints and barriers that make the facility impractical at Brown's Ferry Park. These constraints include environmental, floodway, archeological, and building (barn) structure issues.

FINANCIAL IMPLICATIONS:

In the 2019/20 budget an event facility feasibility study is approved in the amount of \$80,000.