
FY 2016-2017 BUDGET MESSAGE

I am pleased to present the Proposed FY 2016-17 Budget that continues to move Tigard toward a stronger financial future and gives opportunities for the Budget Committee to begin to shore up resources for day-to-day city services.

Setting the Landscape: The Fiscal Cliff

In last year's budget message I stressed the dangers of eroding day-to-day city services if we continue on our current financial path. Tigard's day-to-day service levels are steadily declining due to several factors.

Since 2009, Tigard's population has grown over eight percent and will continue to grow with the development occurring in River Terrace on our western boundary. At the same time, our staffing has decreased by 19 FTE, or six percent. We have fewer Police Officers and Librarians today than we did eight years ago. While we continue to employ the best people, improve and make our processes efficient and use technology, our capacity to serve the public will decline as the population grows and staffing shrinks.

Another factor affecting service provision is the structural financing imbalance that the city faces. In the 2011 State of the City, former Mayor Dirksen called this a "fiscal cliff" over which all local governments would fall. Some of the factors that create the cliff include:

- Tigard's low permanent property tax levy rate (\$2.51/1,000 AV), second lowest of any city in Washington County with a population over 5,000. That rate was set when Measure 50 was approved in 1997.
- City expenditures that grow at a rate about one-half of one percent faster than our resources grow (4.0% vs 3.5%), even with the actions that we have taken to curb cost growth.
- Growth in River Terrace will provide a temporary bump in Tigard's revenue growth, providing an additional 0.5% in revenue growth annually. Instead of an additional 200 homes a year allowing Tigard to add services to meet the demands of growth, that development simply provides enough additional revenue to stave off future service cuts.

Our fiscal landscape is that of a growing city unable to grow day-to-day services to keep up with its growth. Through community surveys, our residents continually ask for more and improved city services than that which we now provide. And we are not maintaining our infrastructure systems and public facilities as we should. We have not yet reached the fiscal cliff, but it is closer.

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Table 1. Permanent Property Tax Rate Comparison

City	Cities with Population 10,000+	Permanent Rate (per \$1,000 AV)
Lake Oswego	37,610	\$4.9703
Portland	609,456	\$4.5770
Beaverton	93,542	\$4.6180
Cornelius	12,161	\$3.9836
Forest Grove	22,419	\$3.9554
Hillsboro	97,368	\$3.6665
Sherwood	18,884	\$3.2975
Wilsonville	21,484	\$2.5206
Tigard	50,444	\$2.5131
Tualatin	26,879	\$2.2665
<i>Average Washington County</i>		<i>\$3.6369</i>
Statewide Comparison		
Eugene	159,190	\$7.0100
Albany	51,583	\$6.3984
Woodburn	24,395	\$6.0534
Salem	160,614	\$5.8315
Medford	77,677	\$5.2953
Corvallis	55,298	\$5.1067
McMinnville	33,131	\$5.0200
Springfield	60,177	\$4.7400
Redmond	27,427	\$4.4100
Newberg	22,508	\$4.3827
Grants Pass	35,076	\$4.1335
Gresham	109,397	\$3.6129
Bend	81,236	\$2.8035
Tigard	50,444	\$2.5131
Keizer	37,064	\$2.0838
<i>Average Statewide</i>		<i>\$4.6263</i>

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One Solution: The Park Utility

The FY 2015-16 Budget provided a hopeful step back from the fiscal cliff. I proposed, and the Budget Committee approved, treating parks as a utility, with the creation of a park and recreation utility fee to serve two purposes. First, parks would have a stable funding source that could grow with the needs of a growing park system, and allow development and maintenance of 2010 Park Bond land acquisitions. Second, \$2.2 million of General Fund resources that previously funded parks could be reprogrammed to enhance day-to-day services and bring more financial stability to the General Fund. During the budget deliberations, the Budget Committee determined that:

1. \$100K of the General Fund would be reprogrammed to library services. This funding plus over \$160K of resources that came with the passage of the WCCLS levy in November, allowed the Library to provide public counter services on Thursday.
2. \$400K of the General Fund would not be spent on services, but would go to bolster the reserves in the General Fund to help pay for the 0.5% annual gap between revenues and expenditures.
3. The remaining \$1.7 million would be allocated to service enhancements during the FY 2016-17 budget cycle.

Council chose to approve a park and recreation fee at a level that would generate \$1.0 million annually, for two reasons. First was a concern about overburdening utility bills with additional fees. Second, Council indicated that a local option levy may be a better way to pay for growth in day-to-day services. The thought is that a levy is preferable as it is less regressive, can provide a federal tax deduction, and may permit more room for growth. In the end, Council decided that fully implementing the Park and Recreation Fee was not the right answer to our current fiscal problem, but could provide some short-term relief.

Service Needs: FY 2016-17 and the Future

There is still work to be done. The Budget Committee requested that I not provide a Proposed Budget that allocates the General Fund freed up by the park and recreation fee. The Proposed Budget honors this request and provides the committee with a list of choices. General Fund services in this proposed budget are unchanged from the current budget.

Based on Council action on the Park and Recreation Fee, there is \$1,000,000 of General Fund that once supported Parks that could be invested in other needs. As stated earlier, the Budget Committee also allocated \$100,000 to the Library and \$400,000 to bolster General Fund Reserves. At the Park and Recreation Fee hearing, Council agreed that the \$100,000 for the Library is now part of the budget base and should not be considered for reallocation. However, Council did wish to bring the issue of \$400,000 for Reserves back to the Budget Committee. This means the Budget Committee has the choice to allocate \$900,000 in General Fund resources.

I have worked closely with the city's Leadership Team to develop a summary of service needs that the Budget Committee can consider. These service needs are divided into three categories. First are immediate short-term investments that could be addressed in the FY 2016-17 Budget. Second are near-term needs that could be addressed through a local option levy and capital bond, which I propose that Tigard prepare for voters in the upcoming year. Third are other longer-term investments in programs and services that could be addressed through other revenues than the General Fund.

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Table 2 provides a list of 12 service needs for the short-term. Every need is important and not listed in priority order. Some of the needs involve one-time expenses, but most are ongoing costs. The needs exceed the \$900,000 available for allocation by more than four times. Since most of the dozen needs will not be able to be funded, know that the remaining items would be considered for funding with a property tax levy or bond.

Table 2. List of Short-Term Service Needs for Budget Committee Consideration

City Service	Description	Estimated FY17 Cost (\$1000)	Estimated FY17 FTE
Police Response Time - Staffing Needs	A steady increase in population through growth and annexation, along with a reduction in police officers over the past five years, has increased police response time and reduced officers' ability to proactively address community concerns before they develop into more serious problems. The addition of four patrol staff would reduce response time, which is 30 minutes or more for priority 2 and 3 calls. Staffing for the District Car Concept will increase patrol in all five patrol districts. The Department funds minimum staffing (four patrol districts) with overtime today.	\$ 520	4.00
Library Staffing (Short-Term)	An additional 1.3 FTE would be allocated to Technical Services, Circulation, Administration and Youth Services. This would allow the city to provide patrons more timely access to new and popular items, improve communication to engage the public, and provide services and programs in Spanish for kids.	\$ 100	1.30
Analytical Support (2016-17)	Property management and fleet are now part of the Central Services department. With the transition, workload exceeds resources. A proposed management analyst would focus on department contracts, managing leases, green building projects, building maintenance, vehicle replacement plans, ADA compliance, and the budget. Risk Management proactively identifies and manages city liability. Additional Risk Analyst resources would provide operational coverage along with loss prevention, training, legal updates and guidance. Current staffing is inadequate to maintain Risk programs, systems, and management of city liability.	\$ 130	1.50
Immediate City Campus Repairs and Space Needs	Staff would analyze the level of repairs and ongoing maintenance needed in light of the pending space/facilities strategic plan. A plan would be developed to address the backlog of work requests as well as identify a 3- to 5-year building maintenance plan for larger scale projects. Staff would consider other immediate solutions (such as modular buildings) for the space issue in Police. A consultant would assist in identifying space efficiencies in city hall.	\$ 250	0.00

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City Service	Description	Estimated FY17 Cost (\$1000)	Estimat- ed FY17 FTE
Public Room Reservations	A pilot project is proposed whereby the Fanno Creek House would be made available for reservation by the public and the service monitored. Investments in resources are needed to cover reservations, set-ups, clean-up, room monitoring and other administrative tasks, along with an appropriate fee structure. Cost estimate includes approximately \$70K in one-time expenses and \$100K in ongoing costs.	\$ 170	1.00
Permitting and Review Resources	The development in River Terrace will produce up to 200 additional permit applications annually for the next six years. Land use applications have increased by one-quarter in the last three years, and complex applications (e.g. subdivisions) have increased 400% since 2012. Adding permit counter positions will ensure that service expectations are maintained, established permit timelines are met, and excess wait times at the permit counter are avoided.	\$ 140	2.00
Parks Maintenance (Currently Unfunded)	Deferred maintenance items, such as playground equipment and irrigation systems need to be replaced due to age and condition. Addressing the needs would allow the city to maintain an adequate level of service as park inventory increases with development.	\$ 520	1.00
Implement Recreation Program	A Recreation Program Study was completed in 2015. The study recommended a five-year funding strategy to create a program guide, scholarships, and program/class offerings. Implementation of the recreation program would begin, including the cost of seasonal workers and materials to support offered programs and classes.	\$ 130	Temporary staffing
Downtown Alliance	The Tigard Downtown Alliance has a need for more capacity. Funding would assist with staffing and overhead, to complement programmatic work that the TDA funds via grants, sponsorships, and fundraising.	\$ 40	0.00
Sustain General Fund Reserves	During the FY16 Budget Committee meetings, the Committee determined that the General Fund required enough reserves to meet minimum cash needs until Property Tax revenues are received in November. This means that approximately 25% of operating expenses are needed in the fund balance. In FY16, the Budget Committee committed to retaining about \$400,000 of the General Fund made available with the creation of the Park and Recreation Charge to maintain adequate fund balance through the six-year forecast period for the General Fund.	\$ 400	0.00

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City Service	Description	Estimated FY17 Cost (\$1000)	Estimated FY17 FTE
Roof Repair - Police Department	The roof material on the Police Department is at the end of its useful life. Multiple areas with long-term leak problems exist that maintenance will no longer solve. Overlay or roof replacement is needed. This is a one-time cost.	\$ 600	0.00
Locker Room Expansion - Police Department	Police Department facilities need to be expanded to address plumbing and drainage problems, and to provide adequate locker facilities for employees of both genders. This is a one-time cost.	\$ 1,090	0.00

The Work of the Budget Committee

The City of Tigard's budget is large and complex. I recommend that the Budget Committee spend the majority of time and focus in two areas:

1. First, I ask that the Budget Committee come prepared to ask questions and discuss these short-term items. The Budget Committee asked to allocate the resources freed up by the creation of the Park and Recreation Fee. There is \$900,000 that can be allocated, and Table 2 is my best effort to describe the city's greatest needs. I also welcome the Budget Committee to come with their ideas. Prioritizing these needs was not an easy task when all improvements to our programs and services are considered in total.
2. Second, while your task under Oregon State Budget Law is to approve a budget for FY 2016-17, I ask that the Budget Committee consider the fiscal cliff and think longer-term. I will be recommending that Tigard consider asking voters for a local option levy and a capital facilities bond in November 2017.
 - a. When Council deliberated on the Park and Recreation Fee, one of the reasons that the fee was not fully implemented was because a local option levy appears to be a better solution to address long-term funding needs.
 - b. As Table 1 showed, Tigard has a very low permanent property tax rate and there is room to increase that rate. For example, a local option levy of \$1.00/\$1,000 of assessed value would still keep Tigard's rate below average in Washington County and would raise approximately \$6,000,000 annually for more and better city services, allowing service delivery to increase by nearly 20 percent.
 - c. In addition, Tigard must address serious facility repair and replacement needs, including the Police Department's roof and locker room, and resolving scattered leased sites for Public Works. If voters approved a local option levy to increase staffing and services, it would compound the city's facility needs.

I would like the Budget Committee to give their advice regarding a local option levy and facility bond measure. To help with this discussion, Table 3 is a list of services and needs for the city that could be considered in a levy, bond, or other means.

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Table 3. Other City Service Needs that could be funded with Levy or Bond

City Service	Description
Expand Community Outreach and Neighborhood Networks	The Neighborhood Network Program is managed by city staff to support resident and neighborhood connection and engagement. An expanded program would improve networks and develop stronger people and neighbor connections through enhanced neighborhood social media collaboration, meetings with city leaders, Tigard Citizens Academy, and hosted Take Back the Street events.
Central Management of Photos, Videos and Creative Files	A system to manage, organize, distribute and archive city videos, photos/images and creative files (digital assets) from a central content hub to make these resources easier to find, use, and capture community activities.
Holiday Tree Lighting Enhancement	Holiday lights on the Main Street tree would be replaced and expanded with LED technology.
Library Staffing	The addition of 6.1 FTE in the Library would address inadequate staffing levels and decrease reliance on volunteers. Items are now being checked in quicker by the automated return system. Additional staff would allow patrons more timely access to recently returned items, increase outreach to the public and add library programming and services.
Analytical Support	Citywide a need exists for analytic work in the following areas: contracting support, franchise management, grant acquisition and administration, technology workflow and software implementation, annexation analysis and support, budget/CIP preparation, updating and managing indirect cost plan, and general central management and support.
Engineering Staffing	A heavier than anticipated demand from private development activity, and a need to support other departments in long-range planning and legislative work has decreased Engineering staff time devoted to CIP projects from 56% to 37% percent of the time.
Enhancing City Appearance	Code complaints are handled electronically with minimal staff attention, and on a complaint basis. Enhancing staffing for code enforcement would allow for site visits, personal contact with individuals involved in a complaint, enforcement of the sign code, and proactive enforcement of observed violations.
Space and Facilities Strategic Plan Implementation	In the next year, a space and facilities strategic plan will be completed, which will recommend options to solve space constraints in Police, address existing parking issues, and provide a long-term plan for building expansions necessary to keep up with growth and demand on city services.
Public Room Reservations	Once staff analyzes the effectiveness of the short term pilot for the Fanno Creek House, public room reservations may be expanded to other city-owned meeting rooms in the Library, Public Works Building, and Senior Center. Additional support resources and fee structure updates would be needed.
Downtown Parking Planning and Enforcement	Studies indicate peak hour shortages of on-street parking spaces in some areas of the Downtown. Downtown businesses have expressed concern about violations of posted parking time stay limits. Staff would work with the business community on management and education. An increase in Police resources would provide enforcement of the two-hour limit.

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City Service	Description
Multi-lingual, Translation and Interpretation Services	Additional staff resources would expand the city's services, outreach, and materials in multiple languages where the demand exists for them.
Community Policing Strategic Development	To address community policing needs, the Police Department would add a Neighborhood Response Team to support patrol efforts and reduce livability and nuisance issues; a full-time bicycle team to effectively patrol trails and parks; a traffic team to increase the level of traffic safety for all modes of transportation. Similar adjustments would be needed in investigation, administrative support, and management support.
Trail Safety	The city would assess lighting needs and vegetation maintenance on trails and develop a 10-year implementation plan. Also, the continuation of the Police bike patrol would address trail safety.
Annexation Resources	The city's annexation report would be updated to identify resources required for expansion areas, including a financial analysis, intergovernmental coordination, public outreach and planning capacity to process annexation and land use applications.
Parks Planning & Development	Through the 2010 Park Bond, the city has acquired park land that needs to be planned and developed to be useful to the public. Neighborhood park and trail planning would help address the city's strategic plan goals and respond to citizen demands for connected parks and trails.
Grounds Maintenance	A full-time employee would maintain city facility grounds year-round, to professionally manage city property. Currently, temporary workers to care for public spaces are available only during the growing season.
Pedestrian Planner	The need for proactive planning of Tigard's parks and trails was identified during the creation of a park maintenance fee. The city can make more, and smarter, investments in the city's walking network with dedicated staff for active transportation and pedestrian planning. The grant-funded Safe Routes to School program could continue, with improved planning for the city's most walkable districts. Pedestrian planning will help to develop a better network model analyze walking behavior, and evaluate and design pedestrian projects and programs.
Asset Management Plan	The city's Sustainability Action Plan calls for a long-term plan to repair or replace aging infrastructure, including the water, sewer and stormwater pipe systems. All departments would participate in the development of the plan. Council would be involved in parts of the decision making and financial planning.
Library Service Expansion	Community members have requested that the library be open six days a week at 9 a.m. which would require increased staffing. With expanded hours, more residents could participate in story time, seek technology help, access computers and search for jobs.

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Longer-Term City Service Needs

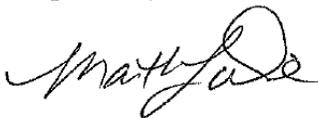
Library Branch Expansion	As Tigard's population increases, a library branch would make services convenient to more Tigard residents. Additional staffing would provide programming including story times, popular materials and a convenient pick-up location for materials. This could include the installation of a self-serve Book-O-Mat where people could borrow and return library materials.
Vehicle Replacement Schedule	30% of the city's vehicle fleet is 10 years or older. A funding plan is needed to bring the fleet in compliance with the 10-year maximum vehicle life replacement criteria.
State Lobbying Services	The city's one-time \$20,000 investment in state lobbying services yielded a \$1.4 million state allocation for the Hunziker Core project. Ongoing investment in advocacy services would successfully advance the city's state legislative agenda.
Enhance Online Communication Tools	The city's current interactive budget tools online could be enhanced to customize available data and allow citizens to better link policy and funding decisions.
Sidewalk and Trail Connections	The city would construct sidewalk and trail connections that otherwise may not be constructed except in the event of development of adjacent property. This program would require substantial new funding resources from the public.

In last year's budget message, I asked the committee whether to maintain the status quo by making small changes that continue to erode city services or to take bolder action. I appreciated that the committee resoundingly chose to take bolder action. When Former Mayor Dirksen discussed the fiscal cliff, these were the options:

“...The cliff is still there in front of us, we're just further away from it than some of our sister cities and counties. However, to avoid a similar fate, in the next three years one of three things must happen: 1) the state legislature must reform the state revenue system to be more responsive to economic fluctuations. 2) The City of Tigard will need to pass its own local option levy to supplement our base tax rate, or 3) The City will have to make significant cuts to city services like police, library, and public works. This would include extensive personnel layoffs including police officers, library staff, and planning and engineering staff.”

The time has come to prepare Tigard for passing a local option levy to supplement our base tax rate. Without bolder decisions to increase resources, the services that citizens tell us that they want through interactions, meetings, and surveys will continue to erode. Thank you for your consideration of these measures to set Tigard on a more sustainable financial path.

Respectfully,



Marty Wine
City Manager

COUNCIL GOALS

1. Provide Recreation Opportunities for the People of Tigard

Objectives	Estimated Timeline
Establish city recreation program in 2015-16 adopted budget Recreation clearinghouse and program guide Grants & scholarships Recreation coordinator – staff position Programs and classes (beginning Year 2) Outdoor events (Year 2) Indoor events (Year 3)	Completed July 2015 Spring 2016 Spring 2016 2017
Explore feasibility of partnership opportunities, including THPRD, YMCA, TTAD, TISD, other city, or non-profit opportunities; establish facility partnership if feasible	December 2016
Consider a voter-approved measure to fund recreation	November 2016
Complete the city's facilities strategic plan to identify future facility needs for a recreation/community center.	September 2016

2. Make Downtown Tigard a Place Where People Want to Be

Objectives	Estimated Timeline
Support residential and mixed use development in walkable and transit-supported areas by completing the Ash Ave/Burnham Redevelopment project	Completed in 2015
Increase walkable access to open space by advancing plans for new downtown open space, including the Tigard Street Trail plaza, the Fanno Creek Overlook, and a Main Street plaza, including programming	December 2016
Strengthen downtown's identity by completing gateway improvements and install art at both Main Street entrances	Completed in 2015
Support walkability by completing two Strolling Street projects	Completed in 2015
Secure brownfields cleanup grant (if eligible) to facilitate infill or open space development enabling a more walkable and interconnected downtown	Spring 2016
Promote downtown as a place to shop, dine and recreate through communications and support of Tigard Downtown Alliance activities.	Summer 2016

COUNCIL GOALS

3. Adopt and Begin Implementation of Tigard Triangle Strategic Plan

Objectives	Estimated Timeline
Tigard Triangle Strategic Plan Plan Development Council consideration and adoption (code and plan amendments)	Completed Spring 2015 September 2016
Consider Lean Code and Plan Amendments Zoning Community Development Code Transportation System Plan Parks and Trails Master Plans	September 2016
Infrastructure Planning Citywide Stormwater Master Plan Triangle Stormwater Implementation Plan Streetscape Design Plan 72 nd Avenue Study (pending CIP approval)	June 2017 FY 2017-18 August 2016 June 2017
Development of Funding Tools Urban Renewal Plan Development Plan Adoption Public Vote LID – consider continuance of existing Vertical Housing Development Zone Tigard Enterprise Zone	October 2016 December 2016 May 2017 April 2016 Completed 2014 Completed 2014



COUNCIL GOALS

4. Enable Groundbreaking in River Terrace by Summer 2015

Objectives	Estimated Timeline
Infrastructure Financing Project (RT SDCs)	Completed
River Terrace Community Plan Implementation	Completed
Permitting Early assistance for land use applications (ongoing) Land use applications Building and site permits	Completed Winter 2015 and ongoing into 2016
Public Facilities Clean Water Services pump station City of Tigard downstream stormwater conveyance analysis River Terrace Stormwater Master Plan Amendments (updates, direction, and Council adoption) Transportation Utility Fee adopted Stormwater Utility Fee adopted City of Tigard 550-Zone Water Improvements	Winter 2016 Completed Spring 2016 Spring 2016 Summer 2016 Summer 2016
Strategic Plan Implementation Achieve walkability aims of Strategic Plan in River Terrace by following through on pedestrian planning efforts	Summer 2016

5. Expand Opportunities to Engage People in the Community

Objectives	Estimated Timeline
Citywide Communications Plan (will include suggested engagement improvements)	Completed Spring 2015
Continue Council outreach meetings	Quarterly throughout each year
Seek input on and outreach about the sidewalk connection program	Prepare for May 2017 ballot
Community education; identify timing and content of measures for voter approval	June 2016
Organize community engagement through increased work with Neighborhood Networks, in-person and online forums	June 2016

COUNCIL GOALS

6. Define and Establish the City's Role in Addressing Homelessness

Issues for Further Council Discussion

[Topics will be scheduled for workshop meetings (3rd Tuesday) or study sessions]

- SW Corridor – Mayor will brief Council during Council Liaison reports
- Pacific Highway/congestion and aesthetics (May 2016)
- Annexation (Incentives Resolution in February, discussion June 2016)
- Charter review (July 2016)
- Future possible ballot measures (April 2016)
- Strategic Plan Updates
- Sustainability (August 2016)

CITY INFORMATION

Form of Government:

The City of Tigard was incorporated in 1961.

An elected Mayor and four Council members who comprise the City Council govern the City of Tigard. The city's charter establishes a Mayor/Council form of government.

Members of the City Council are elected at large to serve four-year terms. The Mayor presides at council meetings and is elected at-large for a four-year term. Together, the Mayor and council provide community leadership, develop policies to guide the city in delivering services and achieving community goals, and encourage citizen awareness and involvement.

The City Council appoints the City Manager, who acts as the administrative head of the city government. The City Manager is responsible for ensuring council policies are implemented using resources appropriated by the Council to achieve desired service results in the community. The Mayor and Council are responsible for establishing city policies.

Services Provided:

Department	Services
Central Services	City Recorder/Records, Communications, , Facilities, Fleet, Municipal Court
City Management	City Manager's Office, Human Resources, Risk Management
Community Services	Police, Library, Social Services & Community Events
Community Development	CD Planning, Building, Economic Development
Finance and Information Services	Finance Administration, Financial Operations, Utility Billing, Information Technology, Contracts/Purchasing
Mayor and Council	
Public Works	PW Administration, PW Engineering, Parks & Rec, Sanitary Sewer, Streets, Storm Water, Water

CITY INFORMATION

CITY INFORMATION

Tigard is located in Washington County and is the thirteenth largest city in Oregon. It is centrally located, surrounded by Portland, Lake Oswego, Beaverton and Tualatin. It is conveniently located, directly off of the I-5 and Highway 217. One of area's largest shopping malls, Washington Square, is located in Tigard.

Population Facts:

Population Estimate (2016):	50,787
Median Age (2014):	38.4
Average Household Size (2014):	2.50
High School Education or higher (2014):	91.9%
Bachelor's Degree or higher (2014):	41.4%

Population by year:

2015	50,444
2014	49,774
2013	48,695
2012	48,415
2011	48,035
2010	47,700
2009	47,470
2008	46,715
2007	46,400
2006	46,300
2005	45,500

Cost of Living Facts:

Median Household Income (2014):	\$60,849
Unemployment Rate (2015):	3.9%
Estimated Median House Value (2014):	\$294,000
Home Ownership Rate (2014):	61.1%
Total Housing Units (2010):	20,068

Climate:

Elevation:	300 ft.
Average Daily High Temperature-Jul:	79 F
Average Annual Low Temperature:	34 F
Average Annual Rainfall:	39.0"

Economy:

Land Use ~

Commercial (Acres, %):	7.4%
Industrial (Acres, %):	9.7%
Mixed-Use (Acres, %):	11.2%
Residential (Acres, %):	64.7%*
Parks& Recreation (Acres, %)	6.7%

*Total does not equal 100% because zoning has not been assigned to the River Terrace area.

CITY INFORMATION

Number of businesses (March, 2016): 2,976

Top Employers in 2016:

<u>Employer</u>	<u># of Employees</u>
Tigard-Tualatin School District	779
Nordstrom	422
Macy's Department Stores, Inc.	372
Oregon Public Employees Retirement	364
Costco Wholesale Corporation	273
City of Gerber Legendary Blades	232
Comcast Cable	228
ServiceMaster Solutions	220

Source: US census Bureau, City of Tigard-Community Development & Finance

Tigard Vision and Values

In 2014, City Council adopted a Strategic Plan for Tigard with the emphasis on *connecting people and places-with a goal of making Tigard the most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives.*

In addition to this vision, the city maintains its three values for staff to reflect and embody. These values are:

Respect and Care

We will treat people well

Do the Right Thing

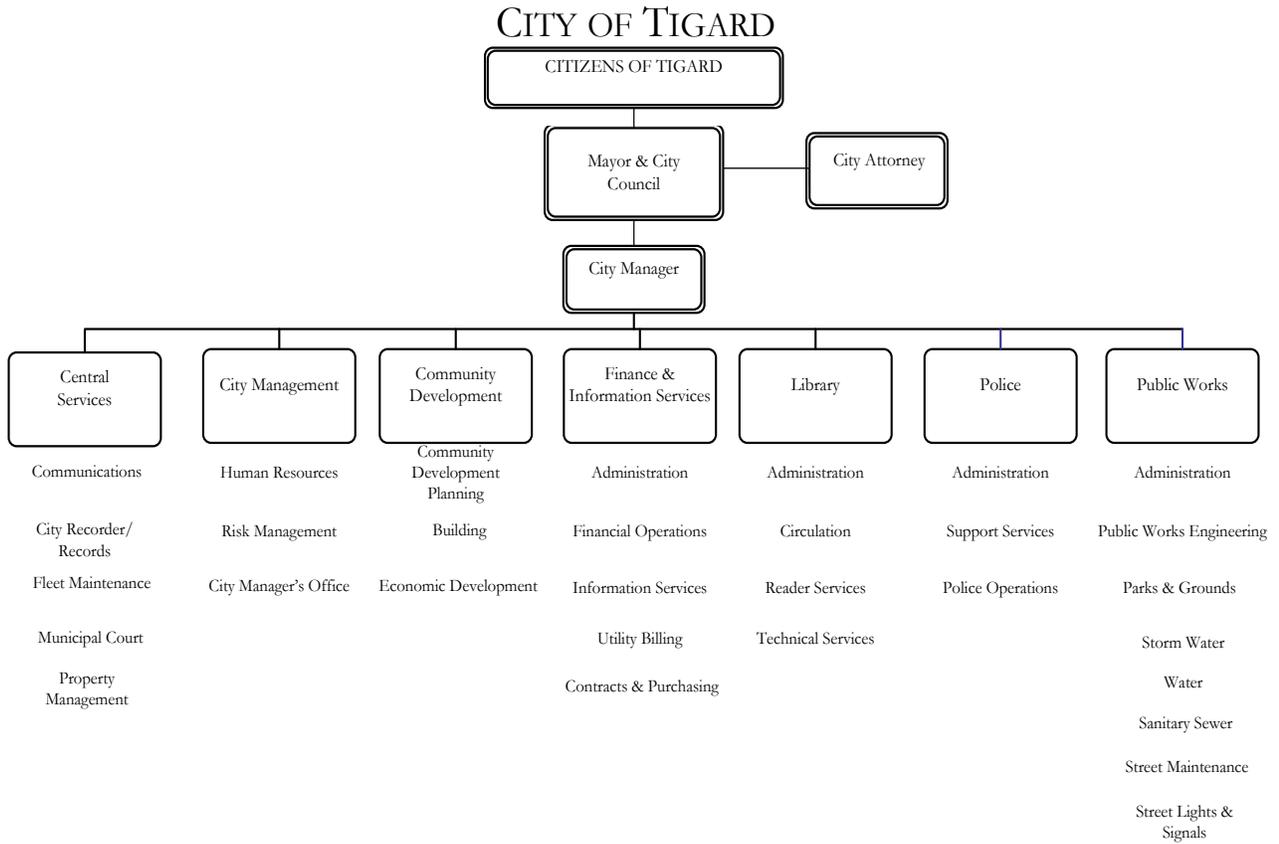
We will go the extra mile to exceed expectations

Get it Done

We will focus on solutions-not excuses



CITYWIDE ORGANIZATION CHART - BY PROGRAM



2014-2034 Strategic Plan

Draft Working Document - for Discussion Purposes Only | Issues 2/2014



CITY OF TIGARD MAP

