



Equitable Engagement Assessment

City of Tigard

Prepared by EnviroIssues
July 2025



CITY OF
Tigard

Acknowledgements



City of Tigard

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Executive Summary

The City of Tigard (City) is working to transform its engagement practices into a model of authentic connection. This Equitable Engagement Assessment Report is the result of months of listening, focused outreach, and reflection with community members, staff, and leadership. It is a call to action grounded in the lived experiences of Tigard residents and a shared desire to build trust, transparency, and belonging.



While many residents described positive, even joyful, engagement with the City—often through events or personal staff interactions—these experiences are not consistent or equitably distributed. Engagement has often been shaped by organizational silos, unclear roles, or systems that favor those already connected, leaving many, especially from historically marginalized communities, feeling unseen or unsure about how to participate.

Barriers include limited trust, fragmented engagement efforts, lack of awareness about City services, and structural challenges like language access, transportation, inflexible meetings, and the sense that feedback doesn't lead to change. Digital platforms, while well-meaning, are often difficult to navigate, particularly for elders, non-English speakers, and those less digitally connected. Community members expressed a strong desire to be involved—but emphasized that the City must meet people where they are.

Internally, staff voiced a commitment to service and care for the community, but also a need for clearer roles, better cross-department communication, and a culture that supports transparency and collaboration. Staff called for more alignment on engagement goals, stronger feedback loops, and more training in equity-centered and customer-focused practices. The following themes are listed in order of importance as a pathway through the multiple recommendations and the need for prioritization.

This report offers recommendations across policy, operations, and culture organized into seven main themes:

1. Build Authentic Relationships and Increase Leadership Presence
2. Strengthen Internal Accountability and Community Follow-Through
3. Improve Coordination Across Departments and Engagement Efforts
4. Advance Cultural Competency and Representation Across City Roles
5. Prioritize Community-Building as a Cultural Cornerstone
6. Increase Awareness and Access to City Services
7. Remove Structural Barriers to Inclusive Participation

As a starting point, we recommend focusing on four foundational actions drawn from the seven themes above: build authentic relationships, work strategically across departments, track and share progress, and train all teams to support equitable engagement.

These findings are not just about how the City communicates — they’re about how it listens, shows up, and earns trust. It means building a government that fosters connections across race, language, age, income, and experience.

This report is both a mirror and a map. It reflects what is and it points to what could be. With commitment, courage, and collaboration, Tigard can lead by example and become a city where everyone belongs, and everyone has a voice in shaping the future.

“Culture change has to occur, and it starts at the top. [The City] has to live the values up and down the organization.”

- Community Member

Introduction

The City of Tigard stands at a pivotal moment in its journey toward building a more inclusive, equitable, and responsive community. This engagement work is based on the July 2022 work of the **Public Safety Advisory Board** that identified a need for a city-wide ombudsperson. After Council deliberation, the recommendation for the position was refined to become a Community Navigator position. The City Council and staff then hired EnviroIssues to identify persistent gaps in engagement and representation across Tigard’s diverse populations to identify recommendations to improve equitable engagement, including whether a Community Navigator is needed. The City commissioned this Equitable Engagement Assessment report to illuminate both the successes and challenges in its current engagement efforts. The outcome of this research is to provide actionable insights that center community voices and create a foundation for transformative, community-driven change.

Purpose

This report seeks to answer a fundamental question: *How can the City of Tigard foster equitable engagement practices that build trust, deepen relationships, and dismantle barriers to participation across all communities?* By listening deeply to community members’ lived experiences, staff reflections, and leadership perspectives, we aim to provide a path forward that ensures every Tigard community member feels seen, heard, and valued.

What the Report Is

This report is a collection of recommendations and ideas that reflect community priorities and some staff insights on current equitable engagement practices. It is also:

- A set of recommendations that aim to prioritize community needs while also considering feasibility. It is not a promise but rather a guide for deeper, strategic discussions, prioritization, and actions by the Council and staff. Recommendations that may not be financially possible for the City right now are still included because they reflect community input.
- A tool to identify longer-term actions that may require changes in City policies, structures, or roles
- A starting point for prioritizing engagement actions and resource allocation
- A catalyst for shared responsibility and deeper partnerships with historically marginalized communities

What the Report Is Not

Although the report and appendices include detailed notes and ideas from community and staff, this report is not a strategic plan, action plan, or implementation plan. In addition, it is:

- Not a fixed list of actions to be followed without adaptation
- Not comprehensive of all possible voices or solutions nor a blanket approval from all communities
- Not a substitute for ongoing community engagement and dialogue when implementing recommendations
- Not a guarantee of immediate change without further leadership, resourcing, strategic conversations, and follow-through

Scope and Extent of Research

This research engaged a broad cross-section of lived experiences within the Tigard community, with targeted efforts to include historically underrepresented voices. Beginning in September 2024, EnviroIssues engaged in a combination of individual interviews, focus groups, roundtable discussions, and intercept surveys at community events to capture qualitative data that reflects a slice of Tigard’s racial, cultural, linguistic, generational, and socioeconomic diversity. Special attention was given to elevating insights from Black and African American, Latine, Persian, and Vietnamese communities, as well as historically marginalized small businesses, seniors, those experiencing houselessness and other community members with lived experiences of marginalization.

Participants affirmed that core City services such as public safety, transportation, infrastructure, and parks remain deeply valued. The desire for more equitable engagement is not about replacing these essential functions, but about shaping how they are decided, planned, communicated, and delivered.

Equitable engagement in Tigard is not just aspirational - it’s essential. Without it, the City risks reinforcing systemic barriers and disconnecting residents from decisions that affect their lives. True equity in engagement ensures policies reflect the needs of the whole community, not just those closest to power, and it builds trust and belonging critical to a thriving, multicultural city. Community members called for engagement that is consistent, authentic, and transformational, not transactional. While Tigard has existing engagement structures, they have not always been accessible or effective for all. Addressing this requires systemic change, cultural humility, and a shared commitment to institutional accountability.

“We need our council and city staff to live the values they espouse. They may face discomfort, but accountability, a reset of expectations, and clear performance expectations are necessary to live Tigard’s organizational values.”

- Community Member

Overall Assessment and Where to Begin

Tigard is in an excellent position to execute on the community's recommendations. The **Public Safety Advisory Board's recommendations** and the City's **Racial Equity Action Plan** both outline actionable steps that were also recommended by the Tigard community and outlined in this report.

At this time, EnviroIssues does not recommend hiring a Community Navigator/Ombudsperson until other actions outlined in this document have been implemented and assessed. Equity and equitable engagement should be embedded across all departments, not confined to specific roles or titles. If there is not significant improvement in strategic planning, engagement, and measurement, then a Community Navigator to help provide accountability and additional structure to engagement practices may need to be hired during the 2028-2029 budget cycle.

A sense of community is a sense of belonging, shared responsibility, and a feeling of “we” instead of “they.” It fortifies community resiliency and ensures better health outcomes. A sense of community is also defined by McMillan & Chavis as, "a feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that members' needs will be met through their commitment to be together."¹

We argue that creating a sense of community is a work culture the City of Tigard should aspire to. It should permeate across all departments and be baked into the cake, not just used as icing. It is a culture shift to a more collaborative governance style by engaging with community before changing policies or practices. To further deliver Tigard's Community Promise, these efforts should be part of a coordinated strategic plan that includes all departments and priority agency partners.

“I feel like I belong when the City acknowledges diversity in the community and makes an event like this [Black History Month Celebration] happen.”
- Community Member

¹ McMillan, D.W.; Chavis, D.M. (1986). "Sense of community: A definition and theory". *Journal of Community Psychology*. 14 (1): 6–23. doi:10.1002/1520-6629(198601)14:1<6::AID-JCOP2290140103>3.0.CO;2-I. S2CID 14729262.

Where to Begin

There is a great deal of information in this report. We recommend these first steps to help City staff and Council members continue to build trust with the Tigard community. These are a subset of recommendations in the Community Needs and Recommendations section of the report. (For additional context and implementation notes for each recommendation see Appendix B: Implementation Notes Table.)

Build Relationships

- **Continue building authentic relationships by designating staff and council as Relationship Leads** to connect with a handful of community partners at a strategic level through sustained, long-term touchpoints. Agree on shared guidelines for relationship building. (Refer to Recommendations 1.2 and 1.3 for more detail)

Work Strategically

- **Create a City Communications & Engagement Strategic Plan** to solidify the City's shared approach to community engagement and create more consistency across projects and departments. Include guiding frameworks such as the Government Alliance on Race and Equity (GARE) and the International Association for Public Participation (IAP2) as well as clarification of roles for all groups and committees involved in setting and implementing engagement strategies. (Refer to Recommendation 2.2 for more detail)

Track and Share Your Progress

- **Set up a shared, internal database or customer relationship management (CRM) software** to track project, events, and community relationships at an organizational level and support coordinated engagement across departments. (Refer to recommendations 3.1 and 3.2 for more detail)

Train Your Team

- **Train all staff in fundamental customer service principles** including cultural humility, the histories and practices of cultural groups in Tigard, and the basic functions of each City department to improve the customer experience for all communities in Tigard, especially those that have been historically and currently marginalized. (Refer to Recommendations 4.2 and 6.5 for more detail)

"Have a broad sense of communities, throw a wide net, build human systems to bridge and support engagement and connection. People show up for people who care about them and that they care about."

- Community Member

Methodology

The assessment process employed a qualitative research approach designed to capture nuanced experiences and perceptions of engagement across the city's diverse communities. This approach was selected deliberately to ensure depth over breadth, prioritizing the voices of those who have historically been excluded from traditional engagement processes.

Framework for Data Collection and Analysis

Data collection was organized around three core inquiry areas:

1. How the community currently interacts with the City
2. Barriers to engagement
3. Recommendations to improve engagement and trust

This framework structured both the development of research tools and the analysis of findings, ensuring a cohesive and systematic approach. Across all formats — from one-on-one interviews to focus groups to intercept surveys — questions were designed to surface not just broad trends, but the lived experiences that underpin those trends.

To mitigate potential bias, the research team employed reflective practices throughout data collection and analysis. Efforts included:

- Designing open-ended, non-leading questions
- Providing multiple modalities for participation (written, oral, and in-person with interpretation if needed)
- Ensuring participant anonymity to encourage candid responses
- Engaging diverse facilitators who share lived experiences with participant groups, fostering trust and cultural resonance
- Connecting with communities through trusted connections

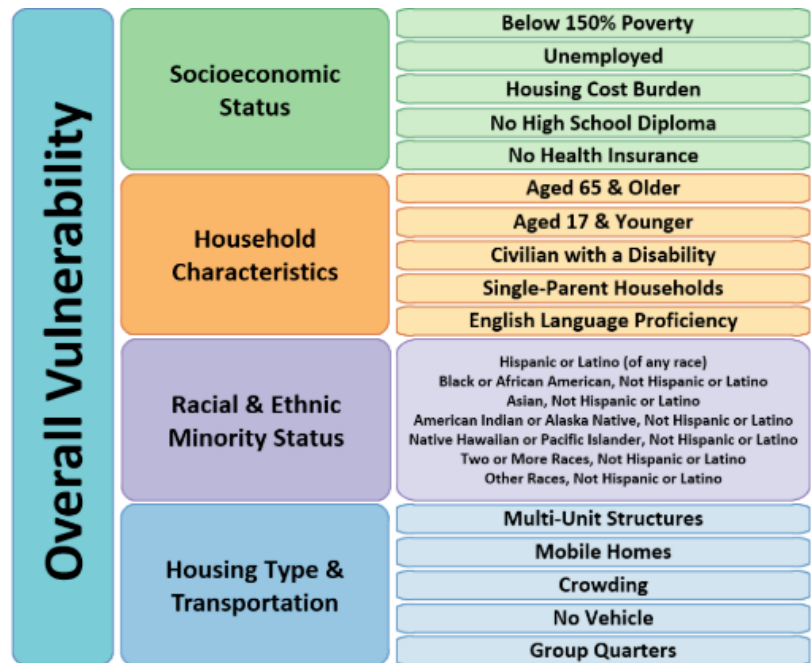
“Most people feel like their voice doesn't matter. Feels like a lot of things have already been decided...”

- Community Member

Participant Demographics

The study used a combination of demographic databases, including U.S. Census and school enrollment data, as well as anecdotal information from City representatives and community members to identify populations that see lower levels of engagement in City processes and spaces. Census data from 2010 and 2020 shows that overall, non-white populations are growing faster than white populations in Tigard, so we aimed to engage more with populations of color. However, demographic databases do not capture many of the nuances of Tigard’s communities. For example, Persian and Vietnamese communities are lumped into much broader Middle Eastern and Asian categories and religious minorities are not captured in most databases. We were able to reach some of these specific communities by developing relationships with leaders based on recommendations and introductions from trusted community members. This study is not a representative sample of Tigard community members. See Appendix H: Tigard Demographics for a summary of Tigard communities reflected in standard databases.

The study also used the Center for Disease Control’s (CDC) **social vulnerability index**² to help ensure a diverse subset of lived experiences were included in engagement activities across the four main categories. This demographic lens allowed for an intersectional analysis, recognizing the compounded barriers faced by community members holding multiple marginalized identities.



² Retrieved April 29, 2025 The Centers for Disease Control and Prevention and Agency for Toxic Substances and Disease Registry Social Vulnerability Index (hereafter, CDC/ATSDR SVI or SVI) is a place-based index, database, and mapping application designed to identify and quantify communities experiencing social vulnerability. The Geospatial Research, Analysis & Services Program (GRASP) maintains the CDC/ATSDR SVI to help public health officials and local planners better prepare for and respond to emergency events with the goal of decreasing human suffering, economic loss, and health inequities.

Targeted Engagement Strategies

Understanding that equitable engagement requires intentional outreach, the study used multiple methods:

- **Direct engagement with elected leaders and staff**, including Councilors, the Mayor, engagement staff, and select department leadership
- **One-on-one interviews** with community leaders at-large and representatives from community-based organizations. Referrals by City staff helped us make initial contact which then led to additional warm introductions to other contacts.
- **Community focus group conversations** with historically excluded groups, including:
 - Latine community with support from a local, trusted community member
 - Persian community with support from a community member on the Committee for Community Engagement
 - Black, Indigenous, and people of color (BIPOC) small business owners through the Tigard Chamber of Commerce
 - Seniors through the Summerfield Civic Association
- **Intercept surveys at community events and spaces**, including:
 - Black and African American communities at the Black History Month Celebration at The Practice Facility
 - People experiencing houselessness at Just Compassion
 - Vietnamese and Latine communities at St. Anthony Catholic Church
 - Vietnamese and Asian communities at the Tigard Chamber of Commerce's Diversity Soiree at the Jeffrey Allen Gallery



Community participants were compensated for their expertise and time. Stakeholder interview participants received a \$75 Visa gift card, focus group participants received a \$100 Visa gift card, and intercept survey participants received a \$50 Visa gift card. Trusted community connectors helped recruit focus group and intercept survey participants, reviewed materials to ensure we were culturally sensitive, and advised on event locations and accommodations. Focus groups included food from local restaurants and were held at central, welcoming locations including the Tigard Library and U&I Event Center. Depending on the recommendation of the community connectors, Tigard staff were present for the entirety of some focus groups and only for the introductions and background portions of others.

Participant Details

- **21 interviews with community leaders and representatives**
- **92 community participants**
- **Community participant engagement satisfaction**
 - 100% felt welcome and comfortable during the focus groups or interviews
 - 99% felt that the focus groups or interviews were a good use of their time
 - 97% felt that their responses and opinions were heard
- **Community participant demographic information**
 - **Race***: 64.8% BIPOC (30.7% Latino/a/e or Hispanic, 18.2% Black or African American, 15.9% Asian, 10.2% Middle Eastern, 3.4% Indigenous), 35.2% White
 - **Gender**: 61.8% women, 38.2% men, 1.1% non-binary
 - **Age**: 8.9% under 25, 50.6% between 25-54, 40.5% 55 or older
 - **Preferred language other than English**: 19.1% Spanish, 6.7% Farsi, 5.6% Vietnamese, 1.1% Japanese, 1.1% French
 - **Housing situation**: 44% own, 30.8% rent, 18.5% experiencing houselessness or living in a shelter, 7.6% staying with family/friends or another situation
 - **How often do you worry about your housing situation?** 30% often or always, 27.8% sometimes, 42.3% rarely or never
 - **How often do you worry about access to nutritious food?** 17.6% often or always, 19.8% sometimes, 62.7% rarely or never
 - **How often do you worry about your financial situation?** 35.2% often or always, 34.1% sometimes, 30.8% rarely or never

*Percentages for Race categories add up to more than 100% because participants were able to select more than one option.

Please see Appendix D for the questions asked of the study participants.

Community Needs and Recommendations

Seven broad themes with 41 individual recommendations emerged from direct community engagement and conversations with City staff and representatives and are detailed below. (For additional context and implementation notes for each recommendation see Appendix B: Implementation Notes Table.)



Note on recommendations: These recommendations aim to find a balance between feasibility and the priorities expressed by community members. Some are longer-term actions that may require shifts in current City policies, budget, processes or roles to more fully meet community needs. Given the City’s current financial responsibilities and constraints, successful implementation will require Leadership and Council to make thoughtful tradeoffs and intentional decisions about where to invest time and resources. In some cases, recommendations may already be underway in parts of the City. In those instances, the intent is to break down silos and promote more consistent practices across departments.

Although the themes and recommendations are generally organized by priority, starting with foundational ideas around trust-building and accountability, this report is not a full implementation roadmap. The City will need to determine which actions to prioritize, how to allocate time, resources, and leadership accordingly, and how each recommendation can be operationalized in practice. Importantly, implementation of major initiatives or changes should proceed with ongoing community engagement. These recommendations are not intended to serve as blanket approval from the many communities in Tigard, but as a continuation for deeper, ongoing partnerships.

1. Build Authentic Relationships and Increase Leadership Presence

Community participants described the City as feeling distant and transactional, with the most memorable interactions tied to billing, taxes, or complaints. Past negative experiences and cultural disconnects have created mistrust. Residents emphasized that building trust requires consistent, two-way relationships rooted in care and presence—not just one-off, project-based outreach. They are interested in getting to know staff and leaders and would like to see more City leadership participation in places and events where the community already gathers. Creating systems that maintain relationships even when personnel changes over time and genuine participation in community-led events were highlighted as key takeaways to show respect and build lasting trust.

Strengths

- Community members are interested in getting to know staff and leaders and building lasting relationships
- Strong individual relationships already exist with some organizations like the Tigard Chamber and TTSD
- Growing recognition among staff about the need for long-term trust-building
- Several community members have had positive experiences interacting with police officers at community events and with frontline Public Works and Parks staff
- Existing events that focus on building community connections such as Community Development's community dinners
- City Council and departments such as Parks and Recreation and Police already host and attend hundreds of community events each year, many of which offer direct community engagement and Spanish-speaking access points. Large events such as Concert in the Park, Music in the Plaza, and the Egg Hunt, present excellent opportunities for leadership and staff to continue building authentic relationships.

Challenges

- Many residents feel disconnected from City leadership and services
- Many residents don't know who City leaders are, either Council or staff
- Engagement is often seen as transactional
- Inconsistent or low attendance at department- or project-specific public meetings, often due to limited relationships, low trust, or lack of understanding about how projects will affect communities

Recommendations

For additional context and implementation notes for each recommendation see Appendix B: Implementation Notes Table.

	Recommendation	Lead	Timeline	Personnel Effort	Cost Implication
1.1	Update and publicly reaffirm the City's Equity Commitment Declaration.	City Council; Equity Advisory Committee (EAC)	Year 1	Low	Low
1.2	Assign at least one staff and one Council member as Relationship Leads for major community groups to build connections at an organizational level. (See Appendix A: Relationship Lead Suggestions)	Mayor, City Council, Department Directors, Communications & Engagement Staff	Year 1	Low	Low
1.3	Set shared relationship-building guidelines for Leads including attendance at 1-2 community-led events per year with the express purpose of interacting with and getting to know individual community members.	Relationship Leads	Year 1	Medium	Low
1.4	Track updates and major touchpoints with community groups through a centralized system; report out at Leadership Team and Communications Team meetings at least quarterly.	Relationship Leads, Communications Team	Year 1	Low	Low (If using spreadsheet or other existing system)
1.5	Provide training for Relationship Leads in trust-building, cultural humility, and history of marginalized communities' experiences with government.	HR, Relationship Leads	Year 1	Medium	Medium*
1.6	Hire a Community Navigator to help provide support and accountability for relationship management (if needed, in Year 3).	City Council, City Manager	Year 3	High	High

*Assumes hiring a third-party consultant or contractor through a competitive bid process to support implementation. Cost implication could be lower if completed 'in house'.

“There is an opportunity to get people more involved and comfortable going to council meetings if they have a first step where the councilors come to us. Then people can put a face to a name...”

- Community Member

2. Strengthen Internal Accountability and Community Follow-Through

Community participants and staff agreed that meaningful engagement must be matched with internal accountability. Community members want the City to align its actions with its stated equity values, ensuring that all departments share responsibility for engagement and that progress is transparent. As part of this, the City should develop a flexible engagement strategy document that provides clear principles and expectations to guide staff, while allowing for adaptation based on the unique needs of each project and community. Advisory bodies like the Equity Advisory Committee and the Committee for Community Engagement should be given stronger roles in supporting decision-making and accountability related to engagement. Consistent training, performance evaluations tied to engagement goals, and clear follow-through on community input were cited as essential to rebuilding trust. Staff and Council noted the need to establish engagement guidelines and frameworks to ensure more consistency in outreach efforts across the City.

Strengths

- Staff recognize the importance of closing the feedback loop with community members and are motivated to improve
- There are existing examples of feedback loops across some teams and projects, such as the Strategic Plan Report Cards and My90 dashboard of community text message surveys for interactions with the Police Department
- The implementation of the Tigard Service Request online portal creates an opportunity to collect community input on core City services and provides a clear channel for sharing updates and demonstrating follow-through across diverse communities

Challenges

- Community members report feeling that their input is collected but not acted upon
- Follow-up is inconsistent across departments and projects
- Staff and departments don't have consistent engagement frameworks or expectations to help guide outreach across teams

Recommendations

For additional context and implementation notes for each recommendation see Appendix B: Implementation Notes Table.

	Recommendation	Lead	Timeline	Personnel Effort	Cost Implication
2.1	Create a City Communications & Engagement Strategic Plan that identifies the actions that will guide and support the City in achieving its Community Promise and 5 Es through equitable engagement.	City Council, Communications, EAC, CCE	Year 1-2	Medium	Medium*
2.2	Create an event/engagement guidebook as a complement to the Engagement Strategic Plan with a flexible inventory of tools for gathering community input, closing feedback loops, and sharing outcomes.	Communications, EAC, CCE	Year 2	Medium	Low
2.3	Empower the EAC and CCE to create and apply an equity lens to City decision-making processes ensuring community feedback is integrated into decision making.	City Council, Communications, EAC, CCE	Year 1	Low	Low
2.4	Provide customer service training focused on cultural competency and cross-department knowledge to ensure inviting and positive customer service experiences.	HR	Year 2	Medium	Medium*
2.5	Incorporate the "5 E's" of the City's Community Promise into all staff performance evaluations and as a lens to help guide and evaluate Council decisions.	HR, City Manager, Department Directors	Year 2-3	Medium	Medium*
2.6	Review the City's Social Media Policy to help maintain a welcoming digital environment by strengthening the City's response to hate speech.	City Council, Communications, City Attorney	Year 2	Low	Low

*Assumes hiring a third-party consultant or contractor through a competitive bid process to support implementation. Cost implication could be lower if completed 'in house'.

“There was going to be [a vendor market] event and I asked if there was a sliding scale. No response until [the City] finally said it wasn't their event. I applied to the El Tigre Fest and that has helped change my perspective. It was very well organized. Leandro has been a great contact. I feel safer talking to him and feel better about giving the city more of my time and ideas.”

- Community Member

3. Improve Coordination Across Departments and Engagement Efforts

Engagement across departments often feels inconsistent and fragmented to the community. While some departments conduct strong outreach, others communicate in a more transactional way, leading to confusion and frustration. Community organizations also reported receiving outreach from multiple City individuals or teams without internal coordination, sometimes leading to conflicting information or overlapping requests that left contacts feeling overwhelmed. Community members recommended improving internal coordination, creating shared outreach calendars, and a unified City presence at events to avoid redundancy, strengthen relationships, and make engagement more effective.

Strengths

- Strong individual relationships already exist with some organizations like the Tigard Chamber and TTSD
- Recurring Community Roundtable events for staff and community organizations to meet and share information
- Staff recognize the importance of coordinated outreach

Challenges

- Information about outreach and engagement efforts is not shared consistently across departments
- Partnerships with community organizations are often informal and depend on individual staff relationships without anyone coordinating the relationship at a higher level to avoid conflicting or redundant efforts

Recommendations

For additional context and implementation notes for each recommendation see Appendix B: Implementation Notes Table.

	Recommendation	Lead	Timeline	Personnel Effort	Cost Implication
3.1	Create a short-term, shared, internal database of City-sponsored, City-managed, and City-attended community events to highlight opportunities for collaboration across departments.	Communications Team	Year 1	Low	Low
3.2	Research, implement, and train staff on a Customer Relationship Management (CRM) system to track projects, events, and community relationships at an organizational level and support coordinated engagement across departments.	Communications Team, IT	Year 2-3	High	Medium*
3.3	Empower the CCE to expand their role and be more involved in development, review, and implementation of engagement policy and guidelines. Proactively promote City programs and encourage participation within their own communities and networks.	City Council, CCE,	Year 2	Medium	Low
3.4	Encourage a stronger connection and collaboration between the CCE, EAC, and Community Engagement Coordinators to involve the CCE in a broader range of engagement efforts and policy changes happening across the City.	CCE, EAC, Community Engagement Coordinators	Year 2-3	Low	Low-Medium*

*Assumes hiring a third-party consultant or contractor through a competitive bid process to support implementation. Cost implication could be lower if completed ‘in house’.

“[I’m] always confused about who is running what at the City, who is organizing and responsible. [There] seems to be a lot of concern about which department is actually owning the event when it should be presented by the City as a whole. Feels like a lot of overlap about who is in charge of events, who they are trying to reach, and why.”

- Community Member

4. Advance Cultural Competency and Representation Across City Roles

Community members want City staff and leadership to better understand the diverse histories, values, and experiences of Tigard’s communities. Participants noted frustration with cultural assumptions and the tendency to treat groups as monolithic. Building true cultural competency and allyship through training, internal tools, and improved service practices was seen as critical to improving engagement efforts and strengthening day-to-day interactions between staff and residents.

Strengths

- Some departments, like the Library, and many individuals across the City demonstrate strong cultural awareness
- Staff are open to expanding cultural competency as a way to improve the customer service experience of a wider range of community members
- Increasing representation among staff and Council members that are reflective of the diversity within the Tigard community

Challenges

- Limited cultural training across all departments
- Assumptions or lack of knowledge about cultural groups sometimes lead to misunderstandings and missed opportunities
- More representation of diverse cultures and backgrounds is desired in public spaces
- Gaps in demographic databases lead to an incomplete picture of Tigard’s cultural diversity

Recommendations

For additional context and implementation notes for each recommendation see Appendix B: Implementation Notes Table.

	Recommendation	Lead	Timeline	Personnel Effort	Cost Implication
4.1	Develop cultural reference guides in collaboration with community leaders and members. Support staff in learning and understanding the values and histories that inform how different communities might interact with government agencies.	Communications Team, EAC	Year 1	Medium	Low
4.2	Train all staff in fundamental customer service principles including cultural humility and the histories and practices of cultural groups in Tigard.	HR and EAC	Year 1	Medium	Medium*
4.3	Continue to review the demographic makeup of city positions, including boards and committees, publish results publicly, and encourage diverse applicants by advertising at community-led events and cultural organizations.	HR and EAC	Year 2	Medium	Low

*Assumes hiring a third-party consultant or contractor through a competitive bid process to support implementation. Cost implication could be lower if completed ‘in house’.

“I want the City to be more vocal about standing up to hate.”
- Community Member

5. Prioritize Community-Building as a Cultural Cornerstone

Residents want the City to expand opportunities for community building and belonging. Events like El Tigre Fest and Black History celebrations were praised for celebrating culture, building bridges across and within communities, and fostering belonging. Participants requested more culturally significant events, physical gathering spaces like a dedicated community center, and more accessible grant funding and staff support for small or informal groups to showcase cultural practices. They emphasized that consistent, low-barrier opportunities for connection are essential to strengthening the social fabric of Tigard. Although events like Los Empresarios Night Market and

Black History Month celebrations were pilot projects and the City may not have ongoing staff capacity to lead them directly, their success in engaging multiple marginalized communities highlights the need to identify internal or external pathways to ensure their continuation.

Strengths

- Strong enthusiasm from community for more gatherings
- Successful culturally significant events such as El Tigre Fest and pilot project events like Los Empresarios Night Market in 2024 and the Black History Month event partnership with The Practice Facility in 2025
- El Tigre Fest event created community connections that helped deepen long-term relationships with diverse communities and build community capacity to support other cultural events
- The existing Community Events and Social Services Grant program shows a commitment to support community gatherings

Challenges

- Lack of consistent, low-barrier spaces or events that encourage cross-cultural interaction
- Limited staff capacity to organize or help support community-centered events
- The City's grant program can be difficult to access due to eligibility requirements and a short application window

Recommendations

For additional context and implementation notes for each recommendation see Appendix B: Implementation Notes Table.

Recommendation	Lead	Timeline	Personnel Effort	Cost/Funding Notes
5.1 Expand culturally significant events by increasing the community grant budget, relaxing eligibility requirements, and transitioning to a rolling application period.	City Council and City Staff	Year 1	Medium	Medium
5.2 Expand the City's volunteer program to engage community members in supporting local events, including assistance with event planning, logistics,	Communications Team, CCE	Year 2	Low	Low

	and navigating grant application processes.				
5.3	Dedicate spaces to highlight cultural exhibitions at City facilities.	Communications Team	Year 1	Low	Low
5.4	Partner with neighboring cities/agencies to host regional multicultural events and dedicate both staff and financial resources during the planning phase.	City Staff	Year 2	Medium	Medium
5.5	Explore options to provide more spaces for community gatherings including existing City properties like Fanno Creek House, adding more shaded and weather-protected areas at parks, and building a dedicated community center for diverse community programming.	City Council, Public Works, Finance	Year 1	Low-High	Low-High
5.6	Expand recreational programming, especially sports and camps for families with kids, intergenerational events, and small business learning events in partnership with the Tigard Chamber.	City Staff	Year 2	Medium	Medium
5.7	Hire an Events Specialist to coordinate inclusive programming and continue to support building relationships between communities and the City at an organizational level (if needed, in Year 3).	City Staff	Year 3	High	High

*Assumes hiring a third-party consultant or contractor through a competitive bid process to support implementation. Cost implication could be lower if completed 'in house'.

“Simple answer is relationships and personal invitations, get to know someone first, build relationships, identify their passions, needs and interests, then invite them to something that is directly related to their interests.”
- Community Member

6. Increase Awareness and Access to City Services

Many residents said they struggle to understand City services and how to access them. Participants asked for clearer, multilingual communications, visual storytelling, and more community-based outreach to increase general knowledge about City programs and services among underserved communities. There was strong support for creating educational programs like a Civic Academy and improving live, human-centered service options like phone lines and welcome desks to complement digital tools. To expand the reach of educational programming, staff could partner with community organizations and trusted contacts to deliver sessions at events or locations where people already gather, rather than limiting them to City-owned properties.

Strengths

- Several departments, including the Police Department and Parks and Recreation, make a great effort to attend community-based events to increase visibility and understanding of department programs and functions
- The Library is a strong example of accessible, visible services by advertising on Instagram and Facebook as well as actively partnering with TTSD
- Staff are working on expanding communications reach

Challenges

- General lack of awareness about many City programs and resources
- Information is often not translated or shared through preferred platforms
- Technology is a barrier to engagement - the website and automated phone tree can be difficult to navigate

Recommendations

For additional context and implementation notes for each recommendation see Appendix B: Implementation Notes Table.

Recommendation	Lead	Timeline	Personnel Effort	Cost Implication
6.1 Publicize City services and resources using platforms and locations that communities are already using and gathering at, like WhatsApp, Slack, cultural media, schools, places of worship, and cultural shops.	Communications Team	Year 1	Low	Low

6.2	Use more printed materials to publicize services, resources, and events including postcard mailers, posted flyers, and print news media.	Project engagement leads	Year 1	Low	Medium
6.3	Produce multilingual guides and videos explaining City services, resources, and departments.	Communications Team	Year 1	Medium	Low
6.4	Work with community partners to update and host Civic Academy information sessions to engage residents about City processes and operations.	Communications Team	Year 2	Medium	Medium
6.5	Train all staff in the basic functions and frequently asked questions for major departments to improve customer service when engaging with community members.	All departments, Training team	Year 2	Medium	Low
6.6	Reinstate a live phone system and create a welcome desk in the north City Hall building to help direct callers and visitors to the appropriate departments and resources.	IT and Communications Team	Year 2	Medium	Medium
6.7	Improve website usability and navigation and feature translated materials and language functionality more prominently.	IT and Communications Team	Year 2	Medium	Low
6.8	Hire a dedicated Office Coordinator for live phone and welcome desk support (if needed, in Year 3).	HR	Year 3	Medium	High

“[The City can build more connections by] teaching people about ways to engage other than voting, opportunities for people to learn - include food and childcare and transportation! Or make a connection at locations they already go to, like churches or schools. People feel safer at some of their schools so keep partnering with TTSD to go into those spaces.”
- Community Member

7. Eliminate Structural Barriers to Inclusive Participation

Participants consistently pointed to structural barriers—like lack of childcare, in-language resources, transportation, and scheduling challenges—that limit participation. These barriers disproportionately affect immigrants, marginalized communities, people with disabilities, and low-income families. Participants urged the City to provide consistent support like stipends, food, and childcare, and to adjust internal policies to make inclusive engagement easier and more sustainable over time. It is important to note that providing accommodations alone often is not enough to drive participation. Without trust, awareness, and a sense of relevance, community members are less likely to engage. Structural supports must be paired with long-term efforts to build authentic relationships consistently over time.

Strengths

- There are increasing numbers of multi-lingual staff and translated resources across the City, including an internal directory of multi-lingual staff and a dedicated Spanish webpage and e-newsletter
- Language pay differential is available to multi-lingual staff who use their language skills to assist community
- On-call contracts are available for childcare and translation/interpretation providers
- Staff are aware of the importance of accessibility

Challenges

- Supports like childcare/child activities, stipends, and food are inconsistently provided
- Many engagement events are still scheduled at times inconvenient for working families
- Even when accommodations are provided to increase accessibility for programs and events, participation sometimes remains low because there is not enough awareness or trust with the target communities

Recommendations

For additional context and implementation notes for each recommendation see Appendix B: Implementation Notes Table.

Recommendation	Lead	Timeline	Personnel Effort	Cost Implication
7.1 Clearly publicize availability of translation and interpretation services in City materials and facilities, and train staff on how to connect with on-demand interpretation support during community interactions.	All departments	Year 1	Low	Low
7.2 Formalize a translation/interpretation policy and standards, including budget for services.	City Council, Communications, EAC, CCE	Year 2	Medium	Medium
7.3 Create a community compensation policy and operational mechanisms to pay community members for participation in engagement activities such as focus groups and committees.	City Council, Finance, EAC, CCE	Year 2	Medium	Medium
7.4 Continue to hire more multi-lingual staff from diverse backgrounds across departments.	HR, all departments	Year 2-3	Medium	High
7.5 Expand on-call service contracts for interpretation, translation, and childcare providers.	Finance	Year 2	Medium	Medium
7.6 Establish clear accessibility and accommodation guidelines for engagement activities that normalize providing food, childcare or child-friendly activities, stipends, transportation support, electronic charging stations, etc.	City Council, Communications, EAC, CCE	Year 1	Medium	Low

7.7	Provide budget for accessibility accommodations and simplify staff access to procurement tools by expanding the use of Procurement Cards, P-cards, to allow staff to provide accommodations and timely payment to small vendors.	Finance	Year 2	Medium	Medium
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“Languages are important. City should look into having interpretation headsets at all their community meetings and make them available for other communities to rent or borrow – this is something that the library could do.”

- Community Member

Conclusion

This assessment highlights both the strengths Tigard can build on and the barriers it must address to foster more equitable engagement. Community members want deeper, more consistent relationships with the City - grounded in trust, visibility, and shared decision-making. Staff echoed this, calling for clearer roles, better coordination, and stronger internal alignment.

The recommendations offer a practical and values-driven path forward. While some actions are more aspirational than others, they reflect core community priorities and should remain part of the City's long-term planning. When trade-offs are needed, it will be essential to keep community members informed and involved, sharing context behind decisions and continuing to build trust through transparency.

This is not a one-time effort, but a catalyst for more inclusive, community-centered governance to be used to complement and reinforce the City's Racial Equity Plan. With shared responsibility and steady follow-through, Tigard can make equitable engagement a core part of how it serves—and become a city where everyone feels they belong and have a voice.



Appendix A: Relationship Lead Suggestions

The list below is a combination of organizations that helped support direct community engagement for the Equitable Engagement Assessment and/or were noted as leaders or important organizations by community participants and City representatives.

Suggested relationship leads are based on connecting the organizations with the department director(s) that most closely match the organization’s goals and priorities and is simply a starting point. Some relationships already exist, and others may be new connections. **This is not an exhaustive list of organizations or relationships.** The City is encouraged to reflect on these suggestions and grow the list over time.

Community Group/Leaders	Relationship Lead(s)	Mayor/Council Lead (to be completed by Council)
Tigard Tualatin School District (TTSD) Superintendent	City Manager	
TTSD Equity & Inclusion Department and Student Liaisons	Communications	
Tigard Chamber of Commerce	Community Development, Finance, City Manager	
Tigard Chamber Diversity and Community Engagement Committee (DCE)	Communications, Community Development, Police Chief, Public Works	
St. Anthony Catholic Church	Communications, Community Development	
Word is Bond	Police Department	
The Practice Facility	Public Works	
Just Compassion	Strategic Initiatives Lead, Unhoused Program Coordinator	

Summerfield Civic Association (volunteers)	Library
Muslim Educational Trust	City Manager, Police Department
Washington County Health and Human Services & Housing Services	Public Works
Individual cultural group contacts: Latino/e, Vietnamese, Persian, Filipino, Hawaiian and Pacific Islander	Library, Communications
Regional workforce pipeline connections: Latino Built, Urban League, NAACP, PACCO, WorkSource Oregon, Worksystems, TTSD, Tigard Chamber	Human Resources, Library

Appendix B: Implementation Notes Table

The table below includes context and notes about each recommendation based on feedback gathered from direct community engagement and conversations with City staff and representatives.

Note on recommendations: These recommendations aim to find a balance between feasibility and the priorities expressed by community members. Some are longer-term actions that may require shifts in current City policies, budget, processes or roles to more fully meet community needs. Given the City’s current financial responsibilities and constraints, successful implementation will require Leadership and Council to make thoughtful tradeoffs and intentional decisions about where to invest time and resources. In some cases, recommendations may already be underway in parts of the City. In those instances, the intent is to break down silos and promote more consistent practices across departments.

Although the themes and recommendations are generally organized by priority, starting with foundational ideas around trust-building and accountability, this report is not a full implementation roadmap. The City will need to determine which actions to prioritize, how to allocate time, resources, and leadership accordingly, and how each recommendation can be operationalized in practice. Importantly, implementation of major initiatives or changes should proceed with ongoing community engagement. These recommendations are not intended to serve as blanket approval from the many communities in Tigard, but as a continuation for deeper, ongoing partnerships.

Theme	#	Recommendation	Additional Context & Implementation Notes
Build Authentic Relationships	1.1	Update and publicly reaffirm the City’s Equity Commitment Declaration.	<ul style="list-style-type: none"> Communities asked for the City to voice their support for marginalized communities and to denounce discrimination. The declaration should be inclusive of all Tigard communities while acknowledging that some communities face hardships and barriers that others do not.
Build Authentic Relationships	1.2	Assign at least one staff and one Council member as Relationship Leads for major community groups to build connections at	<ul style="list-style-type: none"> Enables continuity and long-term connections even with staff and Council turnover.

		an organizational level. (See Appendix A: Relationship Lead Suggestions)	<ul style="list-style-type: none"> • Meetings can be informal touchpoints to learn about each other's priorities and initiatives and find opportunities to collaborate or amplify efforts over time. • Relationship Leads may pair Department Directors with Community Engagement Coordinators to leverage existing connections. Directors should remain actively involved to demonstrate commitment, rather than relying solely on coordinators. • Use the shared engagement database to identify overlap in priority community relationships/events and help strategize and streamline touchpoints. (see recommendations 3.1 and 3.2).
Build Authentic Relationships	1.3	Set shared relationship-building guidelines for Leads including attendance at 1-2 community-led events per year with the express purpose of interacting with and getting to know individual community members.	<ul style="list-style-type: none"> • Once base relationships are formed, Leads should regularly attend community-led events to increase visibility and build trust. • Building the base relationships can help lead to invitations to community events that the City would not otherwise have known about or be welcomed to attend. • Attending community-led events allows people to engage with City representatives in spaces that feel safer and more familiar, leading to more authentic connections. • (See Appendix I: Relationship Guidelines for more suggestions about how to build relationships)
Build Authentic Relationships	1.4	Track updates and major touchpoints with community groups through a centralized system; report out at Leadership Team and Communications Team meetings at least quarterly.	<ul style="list-style-type: none"> • Establish recurring agenda items in Leadership and Comms meetings to share updates. • Use a shared document or spreadsheet to track engagement touchpoints in the short term and transition to a CRM system in the long term (see recommendations 3.1 and 3.2).
Build Authentic Relationships	1.5	Provide training for Relationship Leads in trust-building, cultural humility, and history of marginalized communities' experiences with government.	<ul style="list-style-type: none"> • Provides a space for Relationship Leads to calibrate their expectations and create a more consistent experience across departments. • Some foundational principles for building trusting relationships include: <ul style="list-style-type: none"> ○ The City carries the burden of responsibility to connect and build relationships with communities.

			<ul style="list-style-type: none"> ○ Relationships take time and consistency to flourish, sometimes over years. ○ Expect to be met with some skepticism and mistrust – keep showing up with an open mind. ○ Remain curious and do your research to understand the histories and past relationships with government. <ul style="list-style-type: none"> • See Appendix I for additional ideas.
Build Authentic Relationships	1.6	Hire a Community Navigator to help provide support and accountability for relationship management (if needed, in Year 3).	<ul style="list-style-type: none"> • If systems built in Year 1–2 are insufficient to improve relationships and increase equitable engagement, a full-time Navigator can help provide additional support and accountability. However, responsibility for community relationships must remain shared—no single role can sustain all connections.
Internal Accountability	2.1	Create a City Communications & Engagement Strategic Plan that identifies the actions that will guide and support the City in achieving its Community Promise and 5 Es through equitable engagement.	<ul style="list-style-type: none"> • This plan should align with the City’s Community Promise, Council goals, and the Racial Equity Plan. • Include frameworks (GARE and IAP2), expectations, strategies, and metrics to guide equitable engagement across the organization. Clarify roles for all groups and committees involved in setting and implementing engagement strategies. • Work with internal staff and community advisors to define key qualitative and quantitative metrics (e.g., diversity of participation, community satisfaction, follow-up rates, staff response times, frequency of outreach). • Metrics can complement the annual Report Card goals for an equitable and accessible city. • Clarify the roles of the EAC, CCE, Communications Team, Leadership Team, and individual contributors in developing, reviewing, implementing, and oversight of strategies. Encourage collaboration across groups. • Build on the new Council Goals and the City’s Strategic Plan: <ul style="list-style-type: none"> ○ 2025-2026 Council Goals: Specifically, Strategy 3.4. Provide meaningful community connections through programs, events, and other opportunities.

			<ul style="list-style-type: none"> ○ 2020-2025 Strategic Plan: Specifically, Strategic Priority 1. Set the standard for excellence in public service and customer experience.
Internal Accountability	2.2	Create an event/engagement guidebook as a complement to the Engagement Strategic Plan with a flexible inventory of tools for gathering community input, closing feedback loops, and sharing outcomes.	<ul style="list-style-type: none"> • Staff emphasized the need for a clear engagement guidebook and shared expectations to ensure consistency across departments so that all teams are aligned and accountable, while still allowing flexibility to meet diverse community needs. • Community members want to understand the outcomes of their participation, including the social and financial impacts of City projects. • Include strategies for culturally responsive and multilingual communications. • This resource can grow and change over time in response to community needs and innovative engagement strategies developed by staff. • Example engagement policy: <ul style="list-style-type: none"> ○ Washington County Equitable Community Engagement Policy • Example engagement guides/toolkits <ul style="list-style-type: none"> ○ Hillsboro Equity Toolkit (including equity lens) ○ Oregon Metro Community Engagement Toolkit ○ ODOT Equitable Community Engagement Guide (including equity lens)
Internal Accountability	2.2	Empower the EAC and CCE to create and apply an equity lens to City decision-making processes ensuring community feedback is integrated into decision making.	<ul style="list-style-type: none"> • Example equity lenses: <ul style="list-style-type: none"> ○ Oregon Equity Lens used by Tigard Tualatin School District ○ Hillsboro (see above) ○ ODOT (see above) • Use case for an equity lens: Determining where resources are deployed, such as where and when potholes are repaired, requires an equity lens. Ensuring that services are distributed fairly across the entire city should be informed by regular community engagement. Services are then not just driven by complaints but also by

			relationships staff have with community members. Equitable engagement helps drive where and when the work/services are allocated, planned, communicated, and completed.
Internal Accountability	2.4	Provide customer service training focused on cultural competency and cross-department knowledge to ensure inviting and positive customer service experiences.	<ul style="list-style-type: none"> • A deeper understanding of different cultures allows for better customer service experience and helps reduce points of conflict and misunderstandings between the City and community members. • Trainings should include real-world examples of how to apply this information in different situations.
Internal Accountability	2.5	Incorporate the "5 E's" of the City's Community Promise into all staff performance evaluations and as a lens to help guide and evaluate Council decisions.	<ul style="list-style-type: none"> • To further define each of the 5 values, an external consultant should conduct surveys with staff, Council, and the community about what each value means to them. Departments then identify actions that are within their purview that support the definitions. • Incorporating the 5 E's into 360-degree evaluations for all levels of staff holds team members accountable for exhibiting those actions. This includes the pathway for escalating microaggressions and holding staff accountable for their behavior. • Review all Administrative policies with an equity lens.
Internal Accountability	2.6	Review the City's Social Media Policy to help maintain a welcoming digital environment by strengthening the City's response to hate speech.	<ul style="list-style-type: none"> • City staff want to take a stronger public stance against hate speech comments posted on City social media accounts. • Encourage City to expand the limits of the City's authority to respond, while staying legally compliant. • Example policies <ul style="list-style-type: none"> ○ Hillsboro Social Media Terms of Use ○ Tualatin Social Media Policy ○ Gresham Social Media Policy ○ Oregon League of Cities Social Media Policy
Department Coordination	3.1	Create a short-term, shared, internal database of City-sponsored, City-managed, and City-attended community events to	<ul style="list-style-type: none"> • Set up a short-term system that can still encourage visibility and coordination across City efforts without waiting for a full CRM implementation (see recommendation 3.2). • Different groups or departments may already have some version of this, in which case, make it a priority for staff to use it regularly across departments.

	<p>highlight opportunities for collaboration across departments.</p>	<ul style="list-style-type: none"> • Include all events that the City staff and/or Council members are hosting, sponsoring, or attending as well as internal & external points of contact, audience to be reached, and outcomes desired to facilitate coordinated efforts across departments. • Encourage staff to consult the database when planning engagement to see what other efforts or events are happening at the same time. • Coordinated efforts within the City can help avoid overburdening community partners and groups with redundant or conflicting requests. • The database is not intended to track comments and interactions with individual community members as this would be a heavy burden for staff and raises community concerns about privacy.
<p>Department Coordination</p>	<p>3.2 Research, implement, and train staff on a Customer Relationship Management (CRM) system to track projects, events, and community relationships at an organizational level and support coordinated engagement across departments.</p>	<ul style="list-style-type: none"> • This may be possible within the new TYLER system. • A CRM system offers a much more centralized, collaborative, and automated way to manage community relationships and engagement efforts. Spreadsheets can be helpful in the short term, but are much more static, manual, and harder to maintain across teams. • All Council members, Leadership Team, communication and engagement staff, and project managers should be trained on CRM functionality and be expected to use it. • The CRM is not intended to track comments and interactions with individual community members as this would be a heavy burden for staff and raises community concerns about privacy. • Use case for a CRM system: The Court flagged recent decisions around proposed parking enforcement downtown and the Triangle that will significantly affect ticket volume and staffing demands. This highlights a gap in interdepartmental communication. It reinforces the need for systems that ensure departments be looped in before changes go public—and that communication channels across the City are strengthened and more transparent. A CRM system can help strengthen city communications and coordination related to changes like this.

Department Coordination	3.3 Empower the CCE to expand their role and be more involved in development, review, and implementation of engagement policy and guidelines. Proactively promote City programs and encourage participation within their own communities and networks.	<ul style="list-style-type: none"> • This is an opportunity to work directly with the CCE to revisit and update the roles and expectations of the committee detailed in their charter. • This may require increasing the frequency of meetings to allow for more meaningful participation and accelerate timelines for development. • Members could be encouraged to act as community navigators by actively connecting with their own networks and working through their role on the CCE to elevate and resolve community questions. • Community compensation can help support expanded roles and involvement of people from marginalized communities (See recommendation 7.3)
Department Coordination	3.4 Encourage a stronger connection and collaboration between the CCE, EAC, and Community Engagement Coordinators to involve the CCE in a broader range of engagement efforts and policy changes happening across the City.	<ul style="list-style-type: none"> • Invite CCE members to EAC lunches and events. • Consider having EAC and Engagement Coordinators attend CCE meetings on a rotating basis. • Clarify CCE and EAC charters and roles (See recommendation 3.3).
Cultural Competency	4.1 Develop cultural reference guides in collaboration with community leaders and members. Support staff in learning and understanding the values and histories that inform how different communities might interact with government agencies.	<ul style="list-style-type: none"> • Implementation should include co-design with cultural groups to understand their history, priorities, and cultural practices. • Guides could include information as simple as preferred languages and important holidays to complex histories with government agencies. For example, it is widely known that Black and Indigenous communities have a long history of mistreatment by US government agencies. However, members of Latine and Persian communities shared that groups may also be skeptical about engaging with government agencies in the US because of past experiences with corrupt or authoritarian governments/officials in their countries of origin.

			<ul style="list-style-type: none"> • A deeper understanding of different cultures allows for better customer service experiences and helps reduce points of conflict and misunderstandings between the City and community members.
Cultural Competency	4.2	Train all staff in fundamental customer service principles including cultural humility and the histories and practices of cultural groups in Tigard.	<ul style="list-style-type: none"> • A deeper understanding of different cultures allows for better customer service experiences and helps reduce points of conflict and misunderstandings between the City and community members. • Trainings should include real-world examples of how to apply this information in different situations.
Cultural Competency	4.3	Continue to review the demographic makeup of city positions, including boards and committees, publish results publicly, and encourage diverse applicants by advertising at community-led events and cultural organizations.	<ul style="list-style-type: none"> • This is an expansion of the metric(s) included in the City’s annual Report Cards regarding employees of color.
Community Building	5.1	Expand culturally significant events by increasing the community grant budget, relaxing eligibility requirements, and transitioning to a rolling application period.	<ul style="list-style-type: none"> • Reduce the eligibility requirements for grants to allow individual community representatives or informal groups the opportunity to host events. • Shift to a rolling application cycle to reduce the pressure to plan events in January and allow for more inclusive, year-round participation. • Offer an option in the application for people to select whether they need financial support, logistical support, or both. Including an option for logistical support would allow applicants to get support in learning the processes and building more capacity and knowledge for community members to lead events on their own over time. • If there are many requests for staff support, the City could consider allocating more staff or volunteer time to meet a clear community need. • This type of effort could also be supplemented with a Volunteer Tigard! opportunity for community members with application or event planning experience to volunteer their time helping others through the process (see recommendation 5.2).

Community Building	5.2	Expand the City’s volunteer program to engage community members in supporting local events, including assistance with event planning, logistics, and navigating grant application processes.	<ul style="list-style-type: none"> • There is interest within communities to volunteer in support of City programs and initiatives, especially among Summerfield Civic Association and St. Anthony Catholic Church members. • Because the City is focused on supporting community-led capacity building rather than directly organizing additional cultural events, an expanded volunteer program could provide hands-on support to community groups planning their own events.
Community Building	5.3	Dedicate spaces to highlight cultural exhibitions at City facilities.	<ul style="list-style-type: none"> • Community members expressed interest in having spaces to share cultural practices in City buildings such as the Library and City Hall. • This could be a table or display case to feature an exhibit for celebrations like Nowruz (Persian New Year) or Día de los Muertos (Day of the Dead). • This would require creating community guidelines to ensure displays are not offensive or discriminatory. Social media policy examples can serve as a starting point (see recommendation 2.6). • Could try a pilot project with a rotating sign-up system led by community to encourage more meaningful participation and displays and make it a lighter lift for staff. Staff can have a final review of displays to ensure they meet community guidelines.
Community Building	5.4	Partner with neighboring cities/agencies to host regional multicultural events and dedicate both staff and financial resources during the planning phase.	<ul style="list-style-type: none"> • Like the current partnership with TTSD for Pride and Juneteenth. • Make sure that the City’s contribution also includes significant staff support, not just financial resources, so the partnership feels genuine. • Broader events can provide opportunities for more disparate community groups to come together across the region, like Black and Indigenous communities that may have smaller populations within Tigard itself. • Joint events can help share the load across agencies rather than supporting duplicative, independent events. • Event locations could rotate to bring new communities to Tigard. • Historically, the Festival of Balloons included participation from nearly every department under a shared 40 x 60 city tent. In recent years, that’s shifted to a small team leading the City and Police Department booth presence. This is the largest public event in

			<p>Tigard, and there is potential for it to return as a citywide engagement effort—with leadership and department presence focused not just on handing out flyers, but on having real, relationship-building conversations by identifying community needs.</p>
Community Building	5.5	<p>Explore options to provide more spaces for community gatherings including existing City properties like Fanno Creek House, adding more shaded and weather-protected areas at parks, and building a dedicated community center for diverse community programming.</p>	<ul style="list-style-type: none"> • There is a lot of community interest in having more spaces for community gatherings. This could encourage higher engagement and participation in City activities and services. • Community members have positive memories of being able to rent out the Fanno Creek House in the past. • In the absence of dedicated indoor spaces, community members called for more covered outdoor spaces to host events, especially during the long rainy season and hot summer months. • Having a dedicated, welcoming space to support community building, in addition to the Library, that can be used for youth, elder, arts, and cultural programming and events. • Some participants noted that the Senior Center is underutilized and could be converted into a general Community Center with more intergenerational programming to connect youth, families, and elders. • Incorporate community engagement in the plans and design of the new City facilities for Public Works and Police that will be built if voter bond passes.
Community Building	5.6	<p>Expand recreational programming, especially sports and camps for families with kids, intergenerational events, and small business learning events in partnership with the Tigard Chamber.</p>	<ul style="list-style-type: none"> • Consider a community survey asking about what kinds of programming are of most interest. Make sure the survey is distributed to diverse populations by leaning into relationships with community organizations.
Community Building	5.7	<p>Hire an Events Specialist to coordinate inclusive programming and continue to support building relationships between</p>	<ul style="list-style-type: none"> • There is strong interest from both individuals and partner organizations in more City-supported community events to build connections. An Events Specialist can maintain direct relationships between the City and community groups, reducing the need to outsource event coordination.

		communities and the City at an organizational level (if needed, in Year 3).	<ul style="list-style-type: none"> • This type of effort could also be supplemented with a Volunteer Tigard! opportunity for community members with application or event planning experience to volunteer their time helping others through the process. • This role will require cultural awareness. Multi-lingual skills will be a big plus.
Awareness and Access to Services	6.1	Publicize City services and resources using platforms and locations that communities are already using and gathering at, like WhatsApp, Slack, cultural media, schools, places of worship, and cultural shops.	<ul style="list-style-type: none"> • Communities that are less connected with the City are less likely to go out of their way to look up City services or follow social media accounts. Use relationships with community organizations and contacts to publicize information at their locations or events.
Awareness and Access to Services	6.2	Use more printed materials to publicize services, resources, and events including postcard mailers, posted flyers, and print news media.	<ul style="list-style-type: none"> • Communities that are less connected with the City are less likely to go out of their way to look up City services or follow social media accounts, especially seniors and immigrants. • Community participants recommended using more printed resources that could catch their eye in the mail or around town.
Awareness and Access to Services	6.3	Produce multilingual guides and videos explaining City services, resources, and departments.	<ul style="list-style-type: none"> • Increase general knowledge about City services and departments. • Use storytelling to highlight what different departments do. • Post guides and videos prominently on the City website and share them through partner channels.
Awareness and Access to Services	6.4	Work with community partners to update and host Civic Academy information sessions to engage residents about City processes and operations.	<ul style="list-style-type: none"> • Many community members are interested in engaging more with City functions and decision-making processes, but don't know how or where to go. • Partner with community organizations and leaders to host learning sessions at their events or locations rather than asking community members to sign up for a program at City Hall or a City property. Some community members shared that signing up for City-run academies can feel like a betrayal to others in their communities due to deep-rooted mistrust of government, making trusted partnerships essential.

Awareness and Access to Services	6.5	Train all staff in the basic functions and frequently asked questions for major departments to improve customer service when engaging with community members.	<ul style="list-style-type: none"> • Community members shared experiences about being transferred to numerous departments when trying to get help or ask a question leading to frustration and ultimately giving up. • All staff should have a basic understanding of major City departments and be able to answer common questions or guide people to the right resource. • Improve the customer service experience by avoiding redirecting community members without offering helpful context or support.
Awareness and Access to Services	6.6	Reinstate a live phone system and create a welcome desk in the north City Hall building to help direct callers and visitors to the appropriate departments and resources.	<ul style="list-style-type: none"> • Participants requested a more welcoming and human experience. The phone system is frustrating to navigate, and people noted feeling unsure of where to go for general questions or help at City Hall. • Consider a staff rotation for these positions so as not to overburden individuals. This would also provide more staff with a broader experience of community questions or concerns.
Awareness and Access to Services	6.7	Improve website usability and navigation and feature translated materials and language functionality more prominently.	<ul style="list-style-type: none"> • Find out which resources people are most interested in through a combination of user data and surveys and feature that information more prominently on the website homepage. • Consider ways to simplify the website.
Awareness and Access to Services	6.8	Hire a dedicated Office Coordinator for live phone and welcome desk support (if needed, in Year 3).	<ul style="list-style-type: none"> • If rotating roles are not sufficient, consider a dedicated position.
Remove Barriers	7.1	Clearly publicize availability of translation and interpretation services in City materials and facilities, and train staff on how to connect with on-demand interpretation support during community interactions.	<ul style="list-style-type: none"> • 18% of Tigard residents included in the 2020 Census report speaking languages other than English at home. Participants in this engagement report reported low levels of awareness about translation and interpretation services that the City offers. • Use stickers or post flyers at City offices and include prominent information on print/digital materials publicizing that interpretation services are available. • Train all staff so the process of using an interpretation service is smooth and not an undue burden on either party. City has an existing translation service through Proprio but it is clear that there are

			<p>varying degrees of awareness about how to use the service among staff.</p> <ul style="list-style-type: none"> Update and distribute language resource business cards that all staff can easily carry and reference.
Remove Barriers	7.2	Formalize a translation/interpretation policy and standards, including budget for services.	<ul style="list-style-type: none"> Encourage a shift from providing reactive to proactive translations and interpretation services based on the needs of Tigard communities. This is an opportunity to co-create with community-based organizations that have experience navigating language access gaps. Be cautious when using Census or other data to decide what language support is needed—these sources often underrepresent or miss groups entirely. Make sure policies and guidelines can be flexible so people can still get the help they need, even if the data doesn't show it. Examples: <ul style="list-style-type: none"> Beaverton Language Access Policy Washington County Language Assistance Policy ODHS Language Access Service Guide
Remove Barriers	7.3	Create a community compensation policy and operational mechanisms to pay community members for participation in engagement activities such as focus groups and committees.	<ul style="list-style-type: none"> Many community members can't engage due to costs like transportation, childcare, or lost wages. Providing compensation removes these barriers and makes it more feasible for a wider range of people to participate. Example policies: <ul style="list-style-type: none"> Hillsboro Community Engagement Stipend Policy Hillsboro Advisory Group Stipend Policy ODOT Equitable Engagement Compensation Policy State of Washington Office of Equity Community Compensation Guide

Remove Barriers	7.4	Continue to hire more multi-lingual staff from diverse backgrounds across departments.	<ul style="list-style-type: none"> • Community members shared positive stories about being able to talk with staff who spoke their preferred language and had similar backgrounds. When possible, this is a more personable and often more efficient way to engage than using an interpretation service. • Hiring more multi-lingual staff spreads the load more evenly across the City.
Remove Barriers	7.5	Expand on-call service contracts for interpretation, translation, and childcare providers.	<ul style="list-style-type: none"> • More approved providers can help increase availability. • Many staff aren't aware of this option and even for those who are, contracting and procurement can be confusing and feel inaccessible. Policies should be as flexible as possible, and staff should be trained on the process for how to use them.
Remove Barriers	7.6	Establish clear accessibility and accommodation guidelines for engagement activities that normalize providing food, childcare or child-friendly activities, stipends, transportation support, electronic charging stations, etc.	<ul style="list-style-type: none"> • Not all accommodations will be needed for every engagement activity, but staff should be knowledgeable about the various options and able to identify the needs of particular groups and communities. • This can be part of the established engagement policies and guidebooks (see recommendation 2.2).
Remove Barriers	7.7	Provide budget for accessibility accommodations and simplify staff access to procurement tools by expanding the use of Procurement Cards, P-cards, to allow staff to provide accommodations and timely payment to small vendors.	<ul style="list-style-type: none"> • Community members and staff shared stories about it being difficult to purchase and be paid for services to support engagement activities and events, such as catering and speaker fees. • Allowing broader use of P-cards alleviates the need to ask small businesses for invoices or to go through a lengthy procurement process, which is often an undue burden and delays payment for weeks or longer.

Appendix C: Key Theme Summaries by Group

Spanish-Speaking Community Discussion - Summary

Community Interaction with the City:

Participants engage with the City through parks (Cook Park, Universal Plaza), Facebook, TigardLife newspaper, City events, and utility services (water bills, taxes). Some have attended past immigration-related meetings with City leaders. Many feel disconnected due to past negative experiences with City projects.

Does the City Represent Community Needs?

Many feel there is little connection between the City and Hispanic/Latino communities and that more commitment to these communities is needed. There is a desire for more cultural activities and activities for families and children, including sports programs.

Building Trust with the Community:

Trust can be built through action, increased presence of the mayor and city officials at community events, and the creation of a community center. Participants emphasized the diverse backgrounds within the Latino community (not just Mexican but also Bolivian, Peruvian, Salvadoran, Chilean, etc.), urging the City to recognize and engage with all groups. More Spanish-language information is needed.

Barriers to Engagement:

Key challenges include language barriers, misinformation, lack of connection with city leadership, and a perception that the City only engages with them for taxes and fees and is not interested in building community connections. Some feel ignored and uninformed about City programs and resources.

What Would Help?

Participants suggested increasing access to translated materials and interpreters, a monthly Spanish-language newsletter, a phone line for diverse communities with a live operator, more youth sports and scholarships, and increased outreach through flyers in places people are already gathering like schools and cultural stores. Participants also shared the importance of having a community center for people to be able to gather and celebrate in person at a dedicated location such as the Fanno Creek House or a new location. Expanding the City's role in supporting cultural events and business resources such as the Los Empresarios workshops would also help build trust and engagement.

Intersectional, Library Patrons Discussion - Summary

Community Interaction with the City:

The library is a major access point for community services, including tax help, mental health resources, and books. Library staff are praised for their patience, language support (including Spanish-speaking staff), and assistance for families and individuals with disabilities. Other common interaction points include parks (Cook Park, playgrounds), Facebook, phone calls, and city events like the Christmas tree lighting and El Tigre Fest. However, the City website is difficult to navigate, making it challenging to find resources.

Does the City Represent Community Needs?

While most City staff are helpful and patient, some community members feel excluded or prejudged, especially immigrants and people with disabilities. Many immigrant communities have low expectations from leadership due to past experiences and feel disconnected from decision-makers. Those who do not frequently visit the library or schools struggle to find city resources.

Building Trust with the Community:

There is a lack of visibility from City leaders, with many residents not knowing the mayor or council members. Participants suggest leaders should attend more community events, publicly speak out against discrimination, and build relationships with underserved communities. They also recommend multicultural education programs to help City officials and residents learn about different cultures and histories beyond media stereotypes.

Barriers to Engagement:

Challenges include language barriers, lack of clear information about City Hall's role and resources, and an intimidating government environment. Many do not attend City Council meetings because they don't understand their purpose. Others feel the City's engagement systems are impersonal and complicated, making it difficult to navigate resources. Concerns about homelessness near city spaces also impact feelings of safety.

What Would Help?

Participants suggest increasing leader visibility, expanding language access, providing live phone support, and having a welcome desk at City Hall to guide visitors. The City should also publicize programs in key gathering places and cultural hubs (e.g., churches, cultural grocery stores, schools) and expand mental health connections. More interactive spaces like book clubs, cultural events, public art, and community wellness initiatives would strengthen engagement.

Persian Community Discussion - Summary

Community Interaction with the City:

Most participants have not been to City Hall and have little to no interaction with City officials. Some have faced challenges with expensive utility bills, unresolved complaints (flooded walking paths, excessive noise, potholes on various streets), and difficulty navigating City communication channels. There is some general distrust of government based on experiences from participants' home countries, making it hard to engage. The presence of both City Hall and the police station in the same location causes discomfort for some community members.

Does the City Represent Community Needs?

Many feel the City does not actively engage with their community and does not show much interest in their concerns. There is a lack of cultural events in Tigard, and participants often hear about activities in neighboring cities but not locally. The community also feels that when they have protested or raised concerns about various issues such as women's rights in Iran, the City has not reached out to understand or help amplify the message.

Building Trust with the Community:

Participants believe trust can be built through more direct communication, personal engagement from city leaders including the mayor, and acknowledgment of cultural events. They hope the City will recognize celebrations of important cultural events such as Nowruz, Persian New Year, as is done in neighboring cities.

Barriers to Engagement:

Major challenges include lack of communication, difficulty navigating the automated phone system and website, language barriers, cultural differences, and uncertainty about whether concerns will be addressed. The community needs materials translated into Farsi and more accessible ways to connect with City staff.

What Would Help?

Participants recommended increasing the City's social media presence by cross-posting with other local accounts, offering simple text message updates about events and resources, and providing more informational materials at City Hall. Visible participation from City leaders at community events, translating materials into Farsi. Recognizing Persian cultural celebrations, addressing infrastructure concerns, and improving customer service responsiveness will further support equitable engagement.

Interviews with Black Community Members at Black History Month Celebration Market and Party - Summary

Community Interaction with the City:

Participants engage through work, schools, events, parks, businesses, and social media, while some feel disconnected and unaware of opportunities. City events like the Christmas tree lighting and farmers market are popular, but the City's website and outreach efforts need improvement.

Does the City Represent Community Needs?

Views were mixed—some felt the City is making efforts to support diverse groups, while others felt excluded, particularly immigrants and people of color. Many never hear about events like this, and some feel unrepresented in leadership and decision-making. Concerns about racism and lack of inclusivity in City programs were raised.

Building Trust with the Community:

Participants want more City presence at community events, diverse leadership, and culturally specific programs. Regular meetings, improved event promotion, and better outreach were suggested to foster engagement. Increased safety, transparency, and community policing efforts were also emphasized.

Barriers to Engagement:

Challenges include language barriers, safety concerns, lack of awareness, inaccessible City Hall processes, and work schedules. Some feel City systems are complicated and impersonal, while others struggle with knowing who to contact.

What Would Help?

More diverse community events, better communication, multilingual outreach, and visible leadership would improve engagement. Expanded event times, live phone support, and stronger connections with local businesses and cultural groups were also recommended.

Next Steps & Recommendations:

The City should improve outreach, enhance inclusivity, increase transparency, and make resources more accessible. Strengthening trust, safety, and direct engagement with residents will help build a more connected community.

Interviews with People Experiencing Houselessness at Just Compassion – Summary

Community Interaction with the City:

Many participants regularly use the library, local parks, and trails. Social service sites such as Just Compassion are major connection points, and word of mouth is a common way to learn about resources. Several reported little or no interaction with the City, often due to being new to the area, lacking information, or navigating daily survival needs. Positive interactions based in compassion and respect with individual parks staff and police officers were noted.

Does the City Represent Community Needs?

Experiences are mixed. Some feel the City has provided valuable resources, particularly around houselessness services by supporting shelters like Just Compassion. Others feel that the City struggles to represent the most vulnerable communities. Navigation of City systems is difficult, and the sense of being bounced between agencies or staff members was a recurring theme.

Building Trust with the Community

Trust is strongest when services have been consistent and respectful. Suggestions included having clear and accurate information about service availability, giving advance notice when programs change, and ensuring staff are trained to treat people with dignity. Face-to-face interactions and culturally sensitive approaches were viewed as the most effective.

Barriers to Engagement

Participants cited numerous barriers, including a lack of information about available resources, difficulty using digital tools, language access, confusion navigating City systems, and limited access to transportation. Mental health challenges, stigma, pride, and fear of being judged also prevent some from engaging. Some shared that past experiences with bureaucracy, discrimination, or feeling stereotyped made them hesitant to seek help or participate in City activities.

What Would Help?

Community members recommended printed flyers, public bulletin boards, and direct outreach in shelters and libraries. There is interest in having more centralized services to reduce travel and confusion and encouraging ways for people from different backgrounds to interact and build a stronger sense of community through volunteer programs and community events. Participants emphasized the need for safe public spaces, mental health services, and visible leadership engagement. Suggestions also included offering “homeless welcome” signage and coordinating services in ways that minimize barriers like transportation or technology access.

Interviews with Spanish-speaking and Vietnamese Community at St. Anthony's Catholic Church Building Bridges Event – Summary

Community Interaction with the City:

Participants had varying levels of interaction with the City. While many live, work, or worship in Tigard, many have had little direct engagement. Most experiences came through indirect channels like social media and newsletters, or through community leaders like Danny (Social Justice Ministry at St. Anthony's), who help organize events and share information. Some youth had connected through the Youth Council, but most felt broader engagement opportunities were limited.

Does the City Represent Community Needs?

Perspectives were mixed. Some acknowledged positive efforts like outreach through Youth Council and keeping public spaces clean. Others noted a lack of resources and cultural understanding, especially in Hispanic and Vietnamese communities. While some see increased outreach, others feel more could be done to engage underrepresented groups.

Building Trust with the Community

Participants emphasized that trust starts with visibility and consistency. They want City leaders to come to community spaces like churches, schools, and events—not just to share information, but to listen and engage face-to-face. Leaders don't need to have all the answers; being present and engaged goes a long way. For many, community events like the Housing Justice Forum hosted by St. Anthony's are the only opportunities to connect with City staff. Trust also relies on clear, accessible information, especially about safety and housing.

Barriers to Engagement

Language and cultural differences, time constraints, and limited information access are key challenges. Many don't know what opportunities exist or how to get involved. Some said the City could share information about projects more effectively, and traffic or transit challenges make participation harder. There's also a broader perception that communication and resources from the City are inconsistent and hard to navigate.

What Would Help?

Participants called for more culturally relevant outreach such as advertising events and resources in community gathering spaces like churches, schools, and grocery stores and using formats that don't rely solely on digital access. They suggested expanding volunteer opportunities, especially in partnership with churches. They also emphasized the importance of multilingual resources, in-person communication, and City-led efforts to foster belonging through events that bring diverse communities together. Trusted connectors, like Danny, were seen as critical links in building awareness and participation.

Interviews with Asian Community at Diversity Soiree at Jeffery Allen Gallery - Summary

How do people currently interact with the City?

Participants engage with the City in diverse ways, including through the Tigard Chamber of Commerce, parks, community events, and social media. Many access City services for business licenses, youth programs, and playgrounds. Others participate in networking events, outdoor activities, or civic events like El Tigre Fest. A few noted limited or no interaction, particularly among renters or those unfamiliar with City programs.

Does the City understand and represent community needs?

Responses were mixed. Some participants praised City efforts around safety, family-friendly spaces, and investments in roads. Others felt the City does not fully understand or represent their needs—especially around cultural visibility, language access, and inclusivity. Several mentioned the Chamber as a strong advocate but noted that the City could do more for marginalized or less vocal groups.

How could the City build more trust?

Participants emphasized the need for greater transparency, especially around budgeting and decision-making. Suggestions included publicizing how funds are used, attending community events, and actively seeking feedback from underrepresented groups. Some asked for leaders to show up consistently, engage in face-to-face conversations, and visibly support cultural communities.

Barriers to engagement

Key barriers include lack of accessible information, limited time, and unclear meeting logistics. Language access and communication gaps, particularly in outreach methods and frequency, were common concerns. Some participants described feeling excluded or unaware of what the City offers, while others cited political disengagement, fear of rejection, or physical accessibility issues.

What would help people engage more?

Suggestions included increasing social/community events, clearer communication (emails, flyers, multilingual signage), more digital outreach, and grants for small businesses without storefronts. Participants also recommended better facilities at parks, expanded cultural representation, and more inclusive programming, particularly for families, youth, and non-English speakers.

Senior Community Discussion – Summary

Community Interaction with the City:

Summerfield residents interact with the City primarily through parks and recreation (walking paths, trails, Cook Park), the library, senior center, the City e-newsletter, and TigardLife. Some connect with frontline city staff working on parks or street maintenance and via email/phone—and report mostly positive experiences. A few have participated in the Community Police Academy and follow council updates through a Summerfield liaison who attends meetings.

Does the City Represent Community Needs?

Views are mixed. Summerfield seniors feel well-served in terms of safety and infrastructure and appreciate the visibility of police at events. However, some participants noted a lack of cultural celebrations and activities for non-white communities and worries about long-range planning for traffic and overdevelopment. The City should take more ownership of the senior center and offer broader services like health and lifelong learning resources like centers in Sherwood and Tualatin.

Building Trust with the Community:

Trust can be improved through greater transparency in city planning, budgeting, and contracts. Participants asked for better coordination across departments and agency partners (e.g., neighboring cities) to have a holistic plan for regional long-range development and bond measures. They request city leaders to “go where people are” and to highlight and celebrate Tigard’s diverse cultures. Consider more outreach from planning departments and reinforcing a culture of service.

Barriers to Engagement:

Key barriers include a lack of accessible transportation (particularly at night), unfamiliarity with City Hall and its location, and irregular bus service. Participants also shared that people might associate government with past negative experiences or only needing to get in contact with a problem or complaint.

What Would Help?

Participants suggest publicizing more City information in printed media, community events, and outreach presentations at Summerfield and the Senior Center. The City can play a role in helping to connect different communities and encourage a greater sense of belonging. They suggest facilitating more volunteer opportunities for seniors to get more involved and creation of a shared community center inclusive of all age groups. Other recommendations include emphasizing consumer experience training for City staff, enhancing public transit, creating more welcoming experiences at City Hall (e.g., greeters, service fairs, resource tables), clearer reporting on how public funds and past bonds are spent, and more communication throughout projects—not just at the start.

Appendix D: Community Focus Group/Interview Materials

Tigard Engagement Focus Group Overview

Agenda

Time (2 hours)	Activity
30 minutes	Getting food and settling in
10 minutes	Introductions
10 minutes	Project background
60 minutes	Discussion
10 minutes	Next steps and closing

Community Agreements

- Respect each speaker
- Do not interrupt or speak over others
- Stay focused on the questions at hand

Project Purpose and Goals

- Build and strengthen relationships between the City of Tigard and community leaders, organizations, and members
- Learn about how people like to engage with the City of Tigard and what some of the barriers are that are standing in the way

What do we mean by ‘engagement’?

Engagement refers to any way that you interact with the City of Tigard. For example:

- How you get information related to the City (website, social media, email, etc...)
- Attending City events or meetings
- Interacting with City staff, the Mayor, or City Councilors
- Visiting City parks or properties
- Applying for or paying for City permits or services like utilities
- And more!

Focus Group/Interview Discussion Questions

1. How do you currently interact with the City?
2. Do you feel the city understands and represents the needs of your community? Why or why not?
3. How could the City build more trust with your community?
4. What are the things that might make it difficult for you to interact more with the City?
5. What would help you interact more with the City?

Focus Group/Interview Evaluation Questions

About the focus group

1. Did you feel welcome and comfortable during this engagement? (Select one)
Yes No Not sure
2. Do you feel like this was a good use of your time? (Select one)
Yes No Not sure
3. Do you feel like your responses and opinions were heard? (Select one)
Yes No Not sure
4. Is there anything else you'd like to share with the project team?

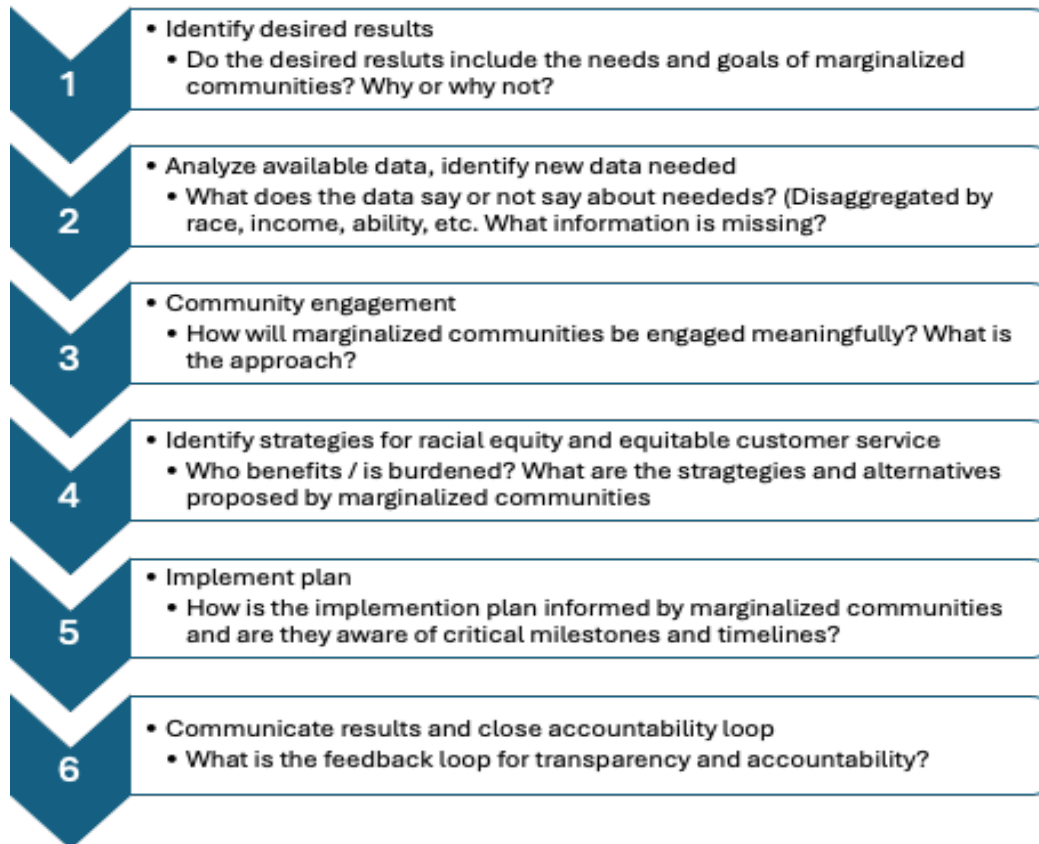
Demographic questions (Optional)

5. What is your race or ethnicity? (Select all that apply)
Black or African American Indigenous (please specify):
African (please specify): Middle Eastern (please specify):
Asian or Asian American (please specify): White
Hispanic or Latino/a/e (please specify): Another race or ethnicity (please specify):

6. What is your gender? (Select the option that best describes you)
- Woman Man Non-binary Prefer to self-describe
(please specify):
7. What is your age? (Select one)
- Under 18 18-24 25-34 35-44
- 45-54 55-64 65-74 75 or older
8. What is your preferred language for communication? (Select all that apply)
- English Spanish Vietnamese Farsi
- Arabic Mandarin Another language (please
specify): _____
9. What is your current housing situation?
- Rent Own Staying with others
temporarily
- Experiencing
houselessness Another situation (please
specify):
10. How often do you worry about your housing situation? (Select one)
- Never Rarely Sometimes Often Always
11. How often do you worry about being able to access and obtain nutritious food? (Select one)
- Never Rarely Sometimes Often Always
12. How often do you worry about your financial situation? (select one)
- Never Rarely Sometimes Often Always

Appendix E: GARE Framework

The Government Alliance on Race Equity engagement framework outlines the steps toward equitable community engagement. The communications planning guide is designed to help government agencies create equitable strategies.




Source: <https://www.racialequityalliance.org/home>

Appendix F: IAP2 Framework

The International Association of Public Participation’s (IAP2) mission is to promote and advance public participation / community engagement globally through targeted initiatives that are guided by culturally adaptive standards of practice and core values.

The public engagement spectrum below was designed to assist with the selection of the level of participation that defines the public’s role in any public participation process. The Spectrum reminds us that those who are affected by a decision have a right to be involved in the decision–making process.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Source: <https://www.iap2.org/page/SpectrumEvolution>

Appendix G: Tigard’s Community Promise, The 5 Es

 EQUITY WE will ensure just and fair inclusion where all can participate, prosper, and reach their full potential.	 ENGAGEMENT WE will involve all voices in our community while building trusting relationships.	COMMUNITY PROMISE The lens through which we will evaluate and implement all our actions.
 ENVIRONMENT WE will embrace sustainability to improve our natural resources and the livability of our community.	 EXCELLENCE WE will set high standards and strive to exceed community expectations.	
 ECONOMY WE will be responsible stewards of the community’s financial resources entrusted to us.		

Source: <https://www.tigard-or.gov/home>

Appendix H: Tigard Community Demographics and Trends

Race and Ethnicity

Table 1 highlights racial and ethnic distributions within the project area and Washington County. Figure 3 illustrates the geographic distribution of People of Color, defined as individuals who identified as a race other than White alone or as Hispanic or Latino. Table 2 illustrates the population change across different racial and ethnic groups between 2010 and 2020.

Key Observations

- Tigard mirrors many demographic trends in Washington County but has a slightly higher percentage of White residents and a smaller Latino or Hispanic population.
- Residents identifying as Latino or Hispanic form the largest racial/ethnic group after White residents.
- The project area and Washington County have a notable Asian population, comprising six and seven percent, respectively.
- Tigard's population is becoming more diverse, with growing numbers of Hispanic/Latino, Black, Asian, and multiracial groups, while the percentage of White residents is decreasing.
- School enrollment data suggests nearby communities are even more diverse than Census data indicates, with higher percentages of Latino, Hispanic, and Native Hawaiian or Other Pacific Islander students.

Differences between Census and school district data on race and ethnicity may result from factors such as out-of-district students or the focus on school-aged children in enrollment figures. School data may offer a more nuanced view of community diversity, especially for groups less likely to respond to the Census. Using both Census and school data together provides a fuller picture of the community members who may be impacted by the Project.

Table 1. Race and ethnicity.

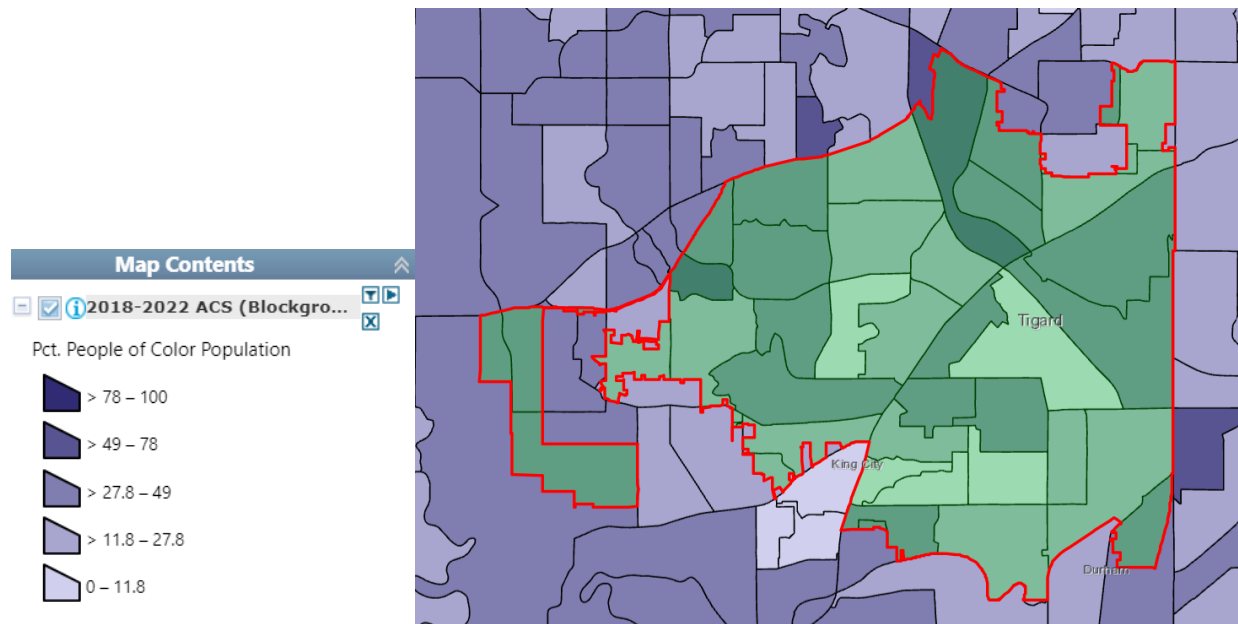
Race/Ethnicity	Tigard (%)	Washington County (%)	Tigard-Tualatin School District (%)
Latino or Hispanic (any race)	14	18	29
White	67	61	52

Black or African American	2	2	2
American Indian and Alaska Native	<1	<1	<1
Asian	9	11	5
Native Hawaiian and Other Pacific Islander	1	1	3
Some Other Races	1	1	-
Two or more races	6	6	-

Note: Numbers may not sum to total due to rounding. Hispanic population can be of any race.

Sources: American Community Survey (ACS) 2018-2022, Tigard-Tualatin SD District Profile (Oregon Department of Education, 2022-23).

Figure 3. People of color indicator (block group data compared to state percentiles).



Sources: American Community Survey (ACS) 2018-2022, EPA EJ Screen

Table 2. Population changes across different racial and ethnic groups within Tigard.

Population by Race	2010		2020		Growth in Population
	#	% of Total	#	% of Total	%
Total Population	48035	100	54539	100	14
Hispanic or Latino	6106	13	7442	14	22
White Alone	35460	74	36699	67	3
Black or African American Alone	772	2	1080	2	40
American Indian and Alaska Native Alone	251	1	196	<1	-22
Asian Alone	3416	7	4822	9	41
Native Hawaiian and Other Pacific Islander Alone	411	1	537	1	31
Some Other Race Alone	79	<1	278	1	252
Two or More Races	1540	3	3485	6	126

Note: "Some Other Race" includes any responses not covered by the "White," "Black or African American," "American Indian or Alaska Native," "Asian," or "Native Hawaiian or Other Pacific Islander" categories. This category also includes respondents who identified as multiracial, mixed, interracial, or as part of a Hispanic, Latino, or Spanish group (e.g., Mexican, Puerto Rican, Cuban, or Spanish) in response to the race question.

Sources: American Community Survey (ACS) 2006-2010, U.S. 2020 Decennial Census.

Languages

The language data for Tigard highlights the community's linguistic diversity, with almost 20 percent of residents speaking a language other than English at home. While English is the predominant

language, Spanish is the most common non-English language spoken (Table 3). Smaller percentages of residents speak other Indo-European, Asian, Pacific Island, and Slavic languages, reflecting Tigard's multicultural makeup, though these communities are smaller than in the broader region. Additionally, 22 percent of students in the Tigard-Tualatin School District are or have been English language learners. Figure 6 spatially displays the distribution of limited English-speaking households.

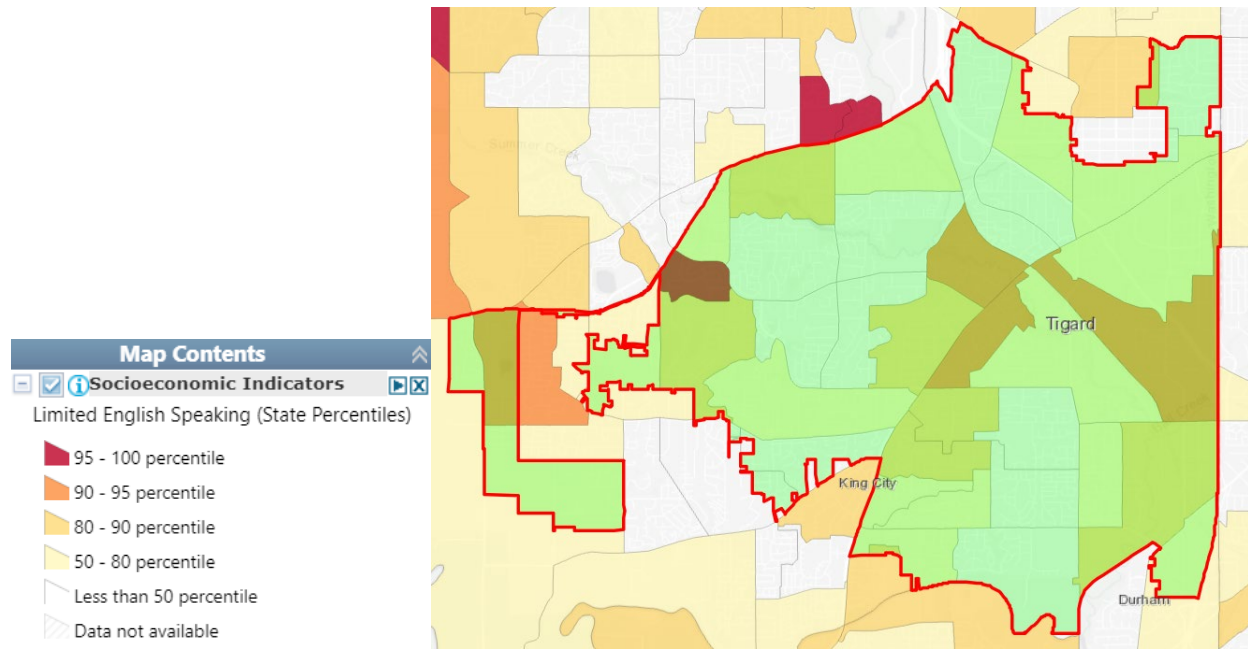
Table 3. Language spoken at home

Population by Language Spoken at Home (persons age 5 and above)	Tigard (%)	Washington County (%)	Difference (%)
English	82	75	7
Spanish	7	12	-5
French, Haitian, or Cajun	1	<1	0
German or other West Germanic	<1	<1	0
Russian, Polish, or Other Slavic	1	1	0
Other Indo-European	2	3	-1
Korean	<1	1	<1
Chinese (including Mandarin, Cantonese)	1	1	0
Vietnamese	1	1	0
Tagalog (including Filipino)	1	1	0
Other Asian and Pacific Island	2	3	-1
Arabic	1	1	<1
Other and Unspecified	<1	1	<1
Total Non-English	18	25	-7

Note: Numbers may not sum to total due to rounding.

Sources: American Community Survey (ACS) 2018-2022.

Figure 5. Limited English-Speaking indicator within the project area.



Sources: American Community Survey (ACS) 2018-2022.

Age

Tigard’s population skews older, with a higher percentage of working-age adults and seniors compared to Washington County (Table 3). This suggests a strong working-age demographic, which could support economic productivity. However, the lower proportion of young people under 18 may indicate a smaller family demographic or lower birth rates.

Table 3. Age distribution.

Age	Tigard (%)	Washington County (%)	Difference (%)
From ages 1 to 4	6	5	1
From ages 1 to 18	20	22	-2

From ages 18 and up	80	78	2
From ages 65 and up	17	14	3

Note: Numbers may not sum to total due to rounding.

Sources: US Census Bureau, American Community Survey (ACS) 2018-2022.

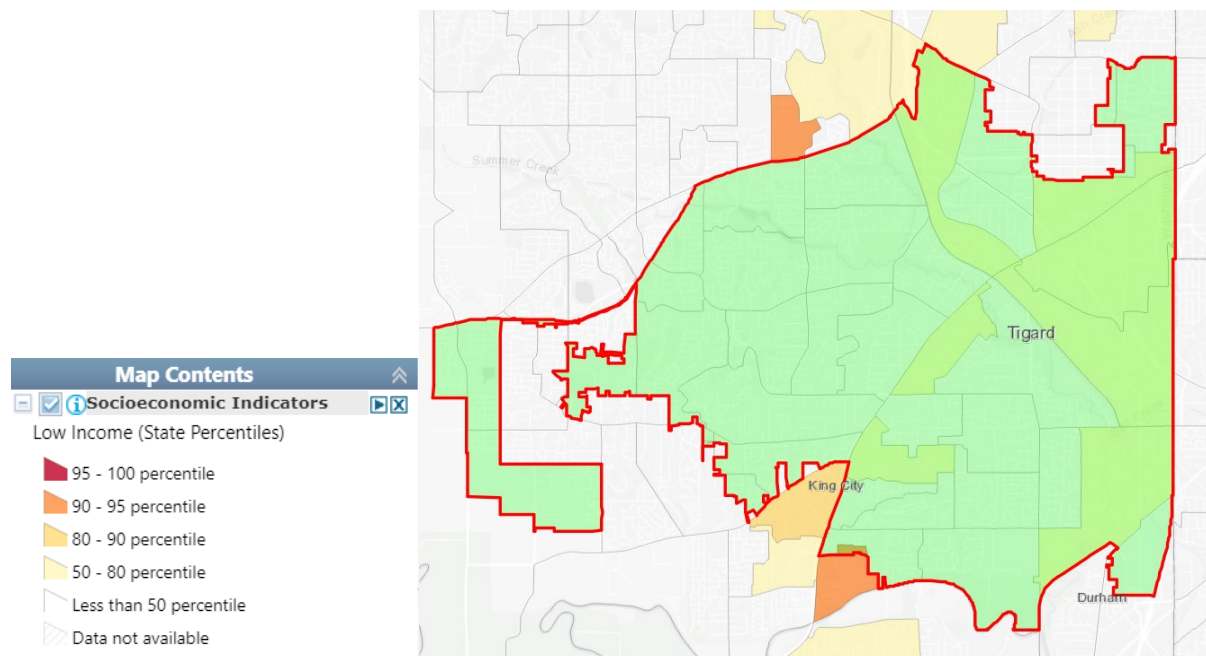
Educational Attainment

Approximately 20 percent of residents in the project area have a high school diploma or less, which is slightly lower than Washington County’s number of 24 percent. Tigard also has a slightly higher percentage of residents with some college education or more.

Income

Per capita income in the project area is approximately \$49,807, slightly higher than \$49,553 in Washington County. Additionally, 31 percent of students in the Tigard-Tualatin School District qualify for free or reduced-price lunch, indicating a substantial proportion of economically disadvantaged households. Figure 7 illustrates the distribution of low-income households by census block.

Figure 7. Low-income indicator in the project area.

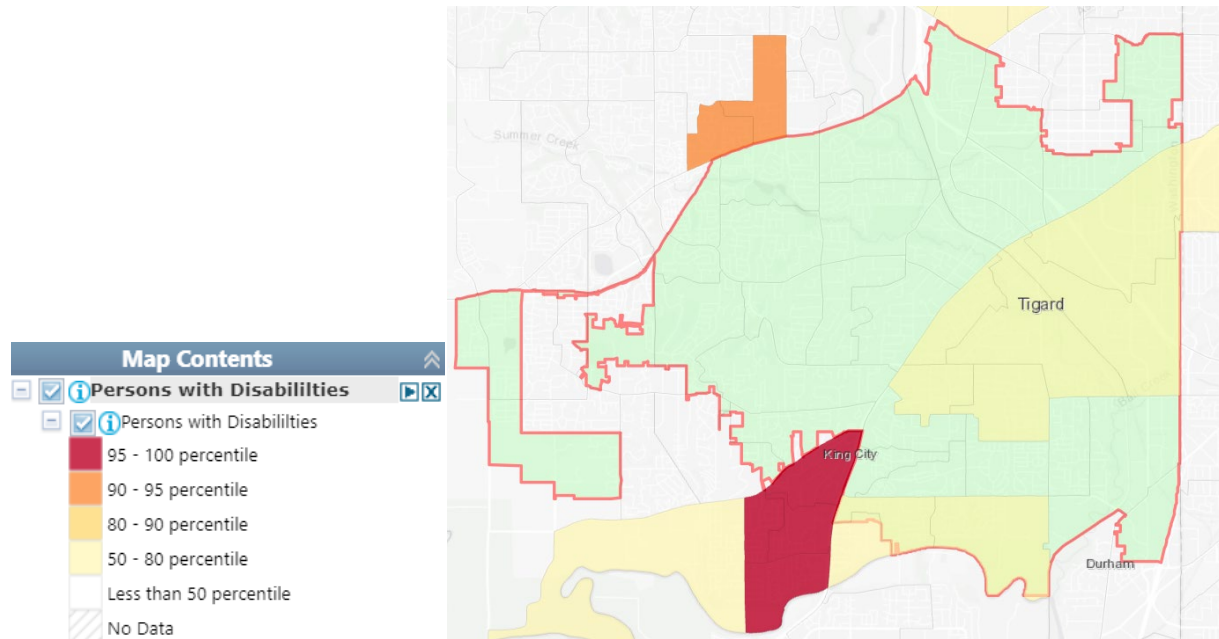


Sources: American Community Survey (ACS) 2018-2022.

People with Disabilities

The highest proportions of people with disabilities are concentrated in the southern and eastern parts of Tigard (Figure 8).

Figure 8. People with disabilities in the project area.

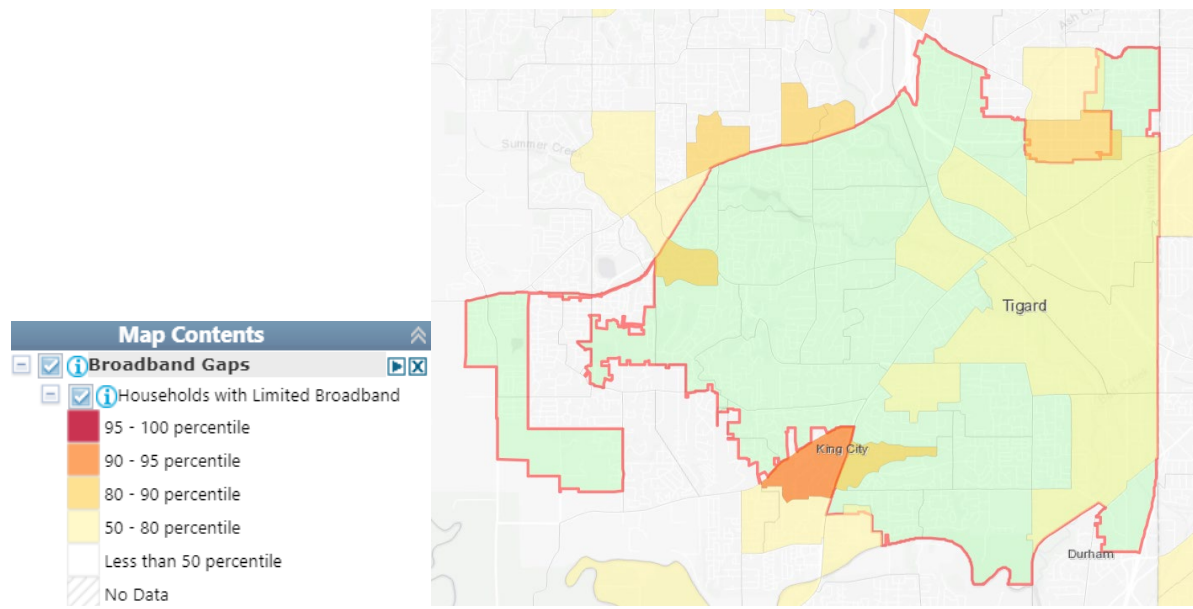


Sources: American Community Survey (ACS) 2018-2022.

Internet Access

Figure 9 highlights Census block groups with higher proportions of households without broadband internet access, again emphasizing areas in the southern and eastern parts of Tigard.

Figure 9. Households with limited internet access in the project area.



Sources: American Community Survey (ACS) 2018-2022.

Key Takeaways and Recommendations

- Race and Ethnicity:** Tigard’s increasing racial and ethnic diversity, particularly the growing Hispanic/Latino, Black, Asian, and multiracial populations, highlights the need for culturally relevant engagement strategies. It is crucial to build trust and foster relationships with these communities through targeted outreach efforts, such as partnering with local organizations that represent communities of color. Additionally, addressing historical barriers to participation among underrepresented groups will help ensure equitable involvement.
- Language:** With nearly 20 percent of residents speaking a language other than English at home, especially Spanish, offering materials and engagement opportunities in multiple languages will be critical. This should include translation services, bilingual facilitators at events, and accessible information both online and offline. Spanish should be prioritized, but other language needs should also be monitored, especially in specific neighborhoods.
- Age:** The skew toward an older working-age and senior population indicates the need for age-sensitive engagement strategies. While digital outreach may be suitable for younger and middle-aged residents, other conventional methods, such as phone calls, mailed materials, or in-person events, may be required for seniors who may have lower internet usage. Creating intergenerational programs or opportunities for younger and older residents to collaborate on community issues could foster better relationships.
- Education:** The variation in educational attainment suggests that communication should be clear and accessible to all, avoiding overly technical language. Incorporating visual aids, infographics, and video content can make information more understandable to diverse audiences, ensuring that community members with different levels of education can fully participate.

- **Income:** The presence of economically disadvantaged populations highlights the importance of reducing cost-related barriers to participation. Free events, stipends for attending meetings, or providing food, childcare, and transportation support could increase engagement from low-income households. Digital divide issues should also be considered, ensuring access to both online and offline methods of participation.
- **People with Disabilities:** High proportions of people with disabilities in some areas highlight the need for accessible engagement practices. This includes ensuring that physical meeting spaces are ADA-compliant, offering materials in accessible formats (e.g., large print, braille, screen reader-compatible PDFs), and providing sign language interpreters or other assistance as needed.
- **Internet Access:** The data shows that some areas of Tigard have limited access to broadband internet. To reach these communities, offering alternative forms of communication, such as mailed newsletters or in-person pop-up events, will be essential. While online engagement can be a valuable tool, it should not be the only channel used.

Appendix I: Building Authentic Relationships

To effectively build relationships with community members, focus on understanding their needs, communicating clearly and respectfully, and actively participating in community activities. Building trust, fostering collaboration, and demonstrating genuine engagement are also crucial for nurturing strong and lasting relationships. Here's a more detailed approach:

1. Understand Community Needs and Interests:

- **Active Listening:** Engage in conversations and actively listen to community members to understand their perspectives, needs, and concerns.
- **Community Feedback:** Utilize surveys, feedback forms, and community forums to gather input on what matters most to them.
- **Tailor Activities:** Align your actions and initiatives with the community's priorities and values.

2. Foster Open Communication:

- **Clear and Transparent Communication:** Share information about your goals, activities, and decision-making processes in a clear and understandable manner.
- **Two-Way Dialogue:** Encourage open communication and feedback from community members, creating a space for dialogue and collaboration.
- **Regular Updates** Keep community members informed about ongoing projects and initiatives, demonstrating your commitment and transparency.

3. Engage in Meaningful Activities:

- **Attend local events, festivals, and gatherings** to show your support and build connections with community members.
- **Dedicate time to volunteer** on community projects or initiatives that align with your values and interests.
- **Support Local Businesses:** Patronize local businesses and contribute to the economic well-being of the community.

4. Build Trust and Respect:

- **Be Reliable and Consistent:** Follow through on your commitments and demonstrate dependability in your interactions.
- **Respect Boundaries:** Be mindful of community members' boundaries and sensitivities and treat everyone with respect.
- **Acknowledge Contributions:** Recognize and appreciate the contributions of community members, fostering a sense of belonging and value.

5. Foster Collaboration and Partnerships:

- **Identify Shared Goals:** Work with community members to identify common goals and work collaboratively towards achieving them.
- **Leverage Strengths:** Identify the unique strengths and resources of both your organization and the community and leverage them for mutual benefit.
- **Build Partnerships:** Foster strong partnerships with community leaders, organizations, and individuals to create a network of support and collaboration.

6. Promote Inclusivity and Diversity:

- **Be Welcoming:** Create a welcoming and inclusive environment for all community members, regardless of background or identity.
- **Address Needs:** Be mindful of the diverse needs of the community and strive to address them in your initiatives.
- **Celebrate Diversity:** Acknowledge and celebrate the diversity of the community, fostering a sense of unity and belonging.