

Tualatin Valley Highway Equitable Development Strategy

*Presented by the TV Highway Equitable
Development Coalition &
Unite Oregon*

"It's not just about the destination. It's about the journey. Let's make that journey equitable, accessible, prosperous, safe, and joyous" - Community Leader

Table of Contents

Acknowledgments	3
Summary and Project Overview	4
Why We Need a Plan: Our Communities' Vision for Change	7
What does the data tell us?	8
Priority Action Plan	13
More about the Report and Process	16
Meet the TV Highway Equity Coalition	16
Roles, Responsibilities and Decision Making Process	19

See Attached:

Appendix A: Community Recommendations

Appendix B: SWOT Analysis

Acknowledgments

We want to thank all the community members who participated in our working committees, focus group sessions, and workshops, contributing the valuable input that informed this plan.

Thank you to Native American Youth and Family Center, and the Southwest Equity Coalition (SWEC) for the following statement: *We would like to respectfully acknowledge that the land on which we are gathering today is the traditional homelands of a diverse array of indigenous tribes and bands.*

Multnomah County and Washington County rests on traditional village sites of the Multnomah, Kathlamet, Clackamas, bands of Chinook, Tualatin, Kalapuya, Molalla, Atfalati, and many other Tribes who made their homes along the Columbia River, and which is now home to a vibrant native community representing over 400 different tribal nations.

We recognize Indigenous peoples as the traditional stewards of this land and acknowledge the enduring relationship between the land and the people since time immemorial.

A Note from Metro: Metro supported the community-led creation of this EDS with technical expertise and financial backing through a Federal Transit Administration HOPE (Helping Obtain Prosperity for Everyone) grant. It is now agency standard practice to support creation of an EDS alongside planning for major regional transportation investments because Metro believes that public agencies have a responsibility to ensure that benefits accrue to existing residents and businesses in communities where public investments are made, thus helping to prevent displacement.

Moving this work into the implementation phase is key to shoring up corridor communities in advance of roadway and transit investments. As the coalition pursues funding for ongoing operations and partnerships, Metro will continue to provide technical expertise when requested to identify funding sources or contribute to grant applications and funder conversations. As the EDS transitions into the implementation phase, Metro remains committed to supporting the coalition's vision of community growth and development by providing technical expertise, acting as a champion and liaison with government partners in implementing community priorities, and supporting the coalition's pursuit of further funding for ongoing operations. By partnering together in this way, Metro and the Coalition are changing the approach to community development in our region and showing that the focus can be on community first, while still making our public infrastructure the best it can be.

Summary and Project Overview

Overview - Now is the time!

As our region plans its roads, storefronts, public transportation, and other important parts of our communities, new and current developments need to support community resiliency and growth, and address economic inequities in the region. When community voices lead in informing this process, our communities thrive, and we are able to avoid harmful impacts of inequitable economic, transportation, and other development planning. This report puts forward an equitable development strategy—a plan that identifies opportunities in housing, education, jobs, transportation, and a healthy environment—which will benefit all community members, especially communities most impacted by racial inequities that have been historically left out of large scale planning and investment in the region. This document is the starting point for conversations with additional partners to move these ideas forward into implementation.

Who implements this strategy?

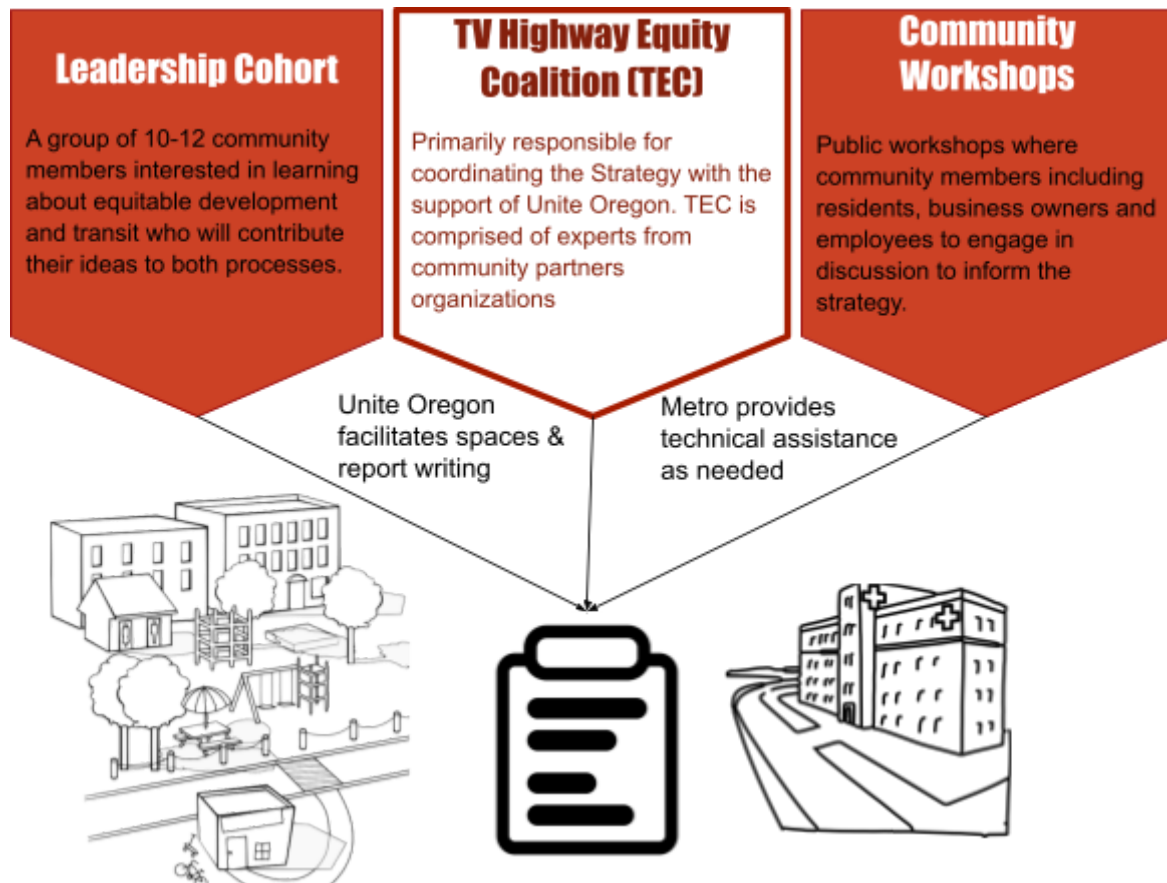
This Equitable Development Strategy calls for public and private investments, programs, and policies in neighborhoods to meet the needs of residents, including communities of color, and reduce racial disparities, taking into account past history and current conditions. We hope Metro, TriMet, Washington County, and local jurisdictions all play a role in implementation, alongside the guidance and support of community members, leaders, and experts in the corridor.

We are many communities united for change

We want to acknowledge that the term “Black, Indigenous, and communities of color” (BIPOC) does not capture the breadth and depth of the many communities living along the TV Highway corridor. There are overlapping and unique challenges facing communities along the Tualatin Valley (TV) Highway and we have done our best to strategize around local solutions that speak directly to the challenges.

The process to create the strategy has been guided by community experts, facilitated by Unite Oregon, a nonprofit serving Oregon's immigrant, refugee and people of color communities, with government participation as requested by community participants. Metro has supported community participation in strategy creation and continues to provide technical support as requested.

Who informed this report?



For more information on our TEC Members, the project's decision-making process, and roles and responsibilities, see end of report.

Why We Need a Plan: Our Communities' Vision for Change

Through our workshops, TEC meetings, and Leadership Cohort meetings, we heard about why we need a community-grounded plan. We share this feedback not only as a long-term guide for what we hope to get out of this strategy, but also as a way to begin creating metrics for success. This report aims to address the concerns voiced by our community members.

Community voice and empowerment

It is critical for the community to have a voice at the planning tables. Ensuring the ideas proposed are integrated into planning will help to put in place effective solutions that speak directly to community concerns around pedestrian safety, growing pollution and development. It will also help to prevent pushout (through gentrification, displacement, and economic pressures) of immigrant, refugee, and BIPOC communities in the area.

Safety for our children and families

In order for development to promote a safe environment for our children and families, it is critical that community-centered input from families of all cultural and ethnic backgrounds help to define what that looks like. Centering community members in these conversations will ensure people are able to identify what makes them feel most safe in their homes and neighborhoods. This also includes places our children go between school and home.

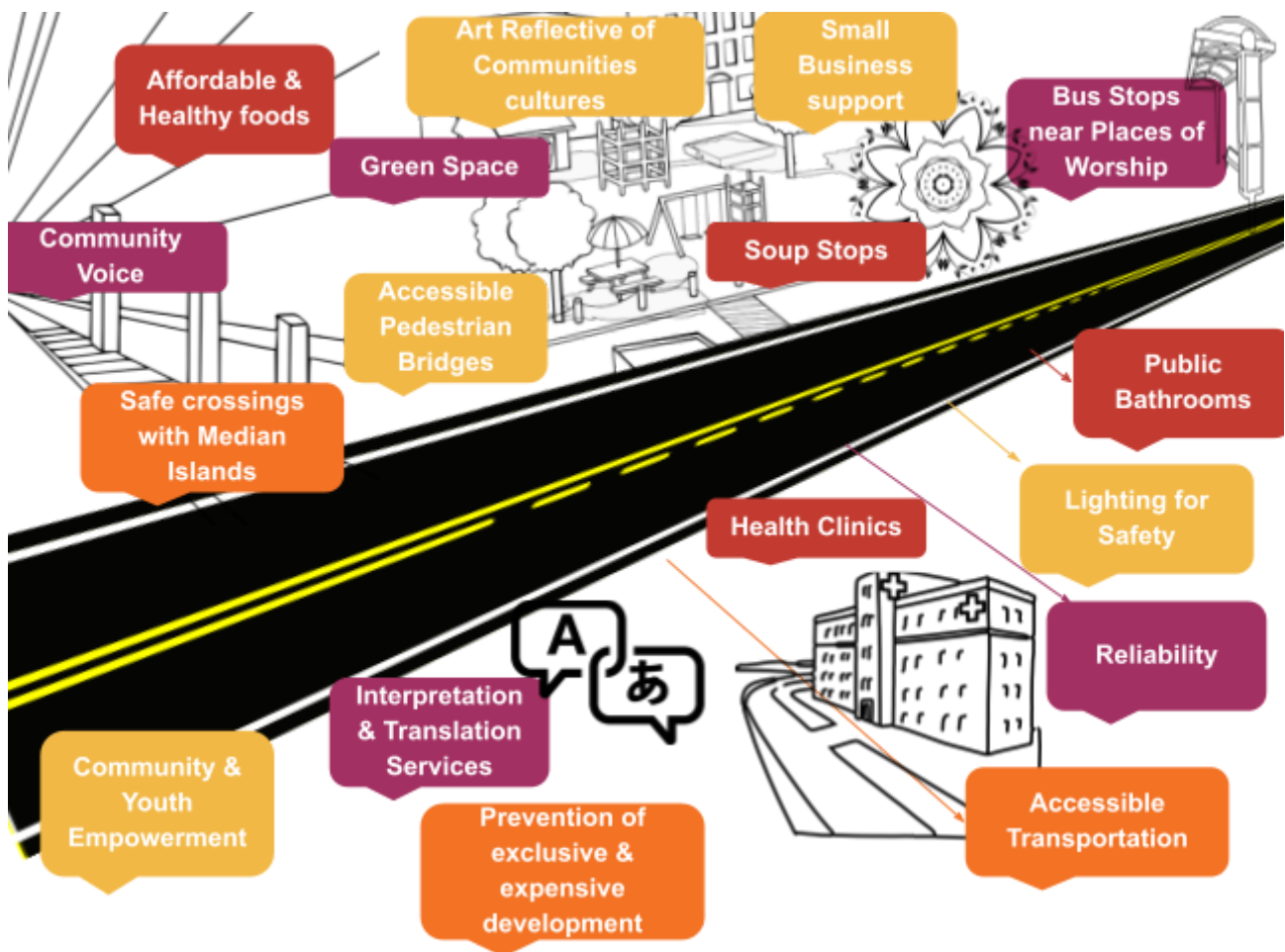
Invest in the cultural vibrancy of the region

This plan is an opportunity to support the growth of culturally relevant businesses in the area. Ensuring grocery stores, restaurants and other businesses that reflect and are owned/run by the communities they serve feels vital to belonging in the region. As many of our communities are growing in the region, we need to ensure we are investing in growth opportunities for small businesses.

Transportation

Equitable transportation means our communities are able to travel where people live, work, play, and pray. This means a reliable transportation system, especially for families and community members without cars, that feels safe, dignified and consistent.

What might that vision look like?



What does the data tell us?

A Note on the data

Data can be a powerful storytelling tool, in ways that can be either uplifting or harmful, depending on how it is used. We know that the TV Highway corridor is home to many diverse, vibrant, and resilient communities whose experience in cost-burdened households and barriers in accessing resources vary. Some of the strengths and challenges are shared among different communities, but many are different. We do not want to present quantitative data that is not disaggregated—or community-specific—in a way that truly reflects our communities. The outreach efforts of this project engaged many diverse cultures and communities; our recommendations speak to that diversity of resource as well as need.

For this report, we have chosen to only highlight data that helps to tell the stories of some of our most impacted communities. This includes the larger cost-burdens facing housed and unhoused individuals, but tells the stories of specific untapped strengths and/or barriers through

community members', community leaders' and partners' reflections and voices. We believe this approach must be accompanied by strategies that seek to improve our quantitative data collected as well as a requirement that metrics be drawn from both quantitative and qualitative data sources. In other words, we need to measure success based on both, for example, a reduction in cost-burdened households, as well as the removal of barriers for many specific communities and an improvement in most impacted communities' self-reported health and well-being.

Learning from Our Community: Muneeb's Story

Muneeb (He/They) lives in a largely muslim community, identifying as a transmale. We met Muneeb through our leadership development housing cohort, where they were able to share both their personal experiences in community engagement spaces as well as learn about advocacy opportunities. Muneeb has shared many of the challenges they face in accessing stable housing, transportation to medical appointments, and the general day to day of living with poor transportation and housing infrastructure.

Right now, commute times and paths impact the course of Muneeb's week's. Medical appointments are important, and their only means to access appointments is using transit as a power chair user. Due to access issues, they have to use the Beaverton Transit Center to

"Housing is a main source of creating generational wealth, but a lot of people cannot buy a house. They still receive rent assistance. For me homeownership is never going to happen."

access Line 57, which adds a half hour to their commute. They have noticed that access issues extend beyond physical barriers, but also language services. Signs are usually in English and people will sometimes come to Muneeb for help with translations.

Muneeb points out that a lot of people can't access other critical resources because of language or cultural barriers. It's not just about the importance of opportunities to own a business, but simple things like doing Uber, Doordash, etc. A lot of people look

to cultural centers for information. For example, Islamic Social Services (ISOS) and the mosque, Muslim Educational Trust (MET), located on Scholls Ferry, is a place where people can get information about resources. There is also a free food market twice a month at Bilal Masjid on 160th Avenue which is open to all members of the community. These resources could be more readily available along the corridor and these organizations supported to continue to be a cultural bridge.

They've also noticed the health services they are accessing aren't always welcoming or culturally competent spaces. Muneeb even mentioned that two people who are doctors from Egypt and Palestine are doing entirely different things because they cannot work as doctors here. They are trying to save money to go to school all over again and many grants and scholarships are not available to non-citizens.

Muneeb envisions a corridor where transit is frequent, accessible to all, and welcoming; where their fellow neighbors can access the health care services they need, and dreams of housing stability and home ownership are reachable.

Important factors to consider

TV Highway (Oregon Route 8) serves communities in Forest Grove, Cornelius, Hillsboro, Aloha, and Beaverton regions, and is home to over dozens of diverse communities. Next to Spanish and English, the most common languages spoken are Vietnamese, Korean, Arabic, Tagalog, and Chinese. The age range within the TV Highway corridor has a lower percentage of older adults than the region (12 percent), but a higher percentage of youth (24 percent). The corridor has more households of large families with five-plus members and families with single mothers than the rest of the region. Looking into the demographics currently residing within the TV Highway Corridor is crucial as the population growth within the area is projected to increase up to 38 percent by 2040 and help identify equitable needs.¹

Access was a consistent theme of all community members, leaders, and experts engagement.

ACCESS: From Community members and leaders...

“We need to prioritize access. Language access, physical access, safety access...”

“Public transit levels need to increase so that people choose to use transit not wait for folks to use transit and then increase transit.”

“When we have changes everybody doesn’t hear about it. When people don’t speak the language they get left out. Only time I had heard about a TriMet event was when it was at Muslim Educational Trust. Language barrier is a major problem. People may also not hear about outreach opportunities. Building community engagement really resonates.”

“More bus stops with better lighting or bus update tablets. I feel safer knowing when buses are coming at night.”

Housing

The whole TV Highway corridor covers a wide range of income levels and housing needs. We heard over and over again that affordable housing needs far outweigh the available units. The housing cost burden is higher in the corridor compared to the rest of the region and renters are more cost-burdened than owners. There is a lower rate of homeownership and a higher rate of renters in the corridor compared to the county and the region, leaving many more people at risk of displacement. The Hillsboro to Beaverton section has the highest rate of renters and occupants within a unit of 5 or more people, especially for multiple generations who tend to live together under one roof.

HOUSING: From Community members and leaders...

“A lot of people don’t have emergency savings. Can’t expect people to come up with 10-20% down payment for a house. ...”

“People are moving to Clark County because it is more affordable. People would invest in our communities if we could be owners in our communities.”

¹Demographics data from 2015-2020 American Community Survey for people residing within ½ mile of TV Highway from Beaverton Transit Center to 19th and B Street in Forest Grove.

“We need affordable housing for seniors and disabilities. ...What about people that have mobility issues and need affordable housing?”

“How many units are in the pipeline? Are the planned units enough to accommodate the growth of the corridor?”

“The waiting periods for housing are too long! There is currently a 63-month waiting period to get a unit.”

“It is a human right to have housing and food and there should be no barriers to access those.”

“Let’s not forget that undocumented people jeopardize their safety when applying for assistance.”

Safety

We also heard from most community spaces how dangerous many of the TV Highway crossings are. TV Highway is recognized as a highly dangerous zone on 25 of the most dangerous corridors in the region. We define dangerous sites as places where there are serious injury and fatal crashes.

SAFETY: From Community members and leaders...

“Signs are not placed in visible places or often along TV Highway and I was hit by a car in broad daylight. The ‘no right turn on red’ was not visible enough in time and there was no signage before the intersection.”

“Being visible to cars is really important, I was hit by a car along TV Highway and I can no longer sit up and I was crossing with a pedestrian light by someone running a light. We need more crosswalks and measures put in place to protect pedestrians.”

“When I was in middle school, they only added a cross walk because a girl got hit by a car trying to cross TV Highway. It took a young child getting hit by a car for the city or county to put in a crosswalk by the car dealerships, Dick Hannah maybe, or by the cemetery close to the Sunset Esplanade. ”

“When it comes to walking I don’t feel safe on the corridor because there is limited lighting in some places and in some places there’s no sidewalks at all.”

“It also feels unsafe to walk on TV Highway in construction zones because most of the time they don’t take into consideration pedestrians on foot or bike and how that they will make their way through the construction zone safely.

Sometimes, I’m scared to go to a bus stop because the lighting is so dimmed, so I’m constantly looking around...”

TV Highway also has nearly double the fatal crash rate than the region.² Between 2016-2020, there were 15 fatal crashes and 50 serious injury crashes on TV Highway. Of those, 60 percent of crashes were people walking in a corridor where they make up far less than 60 percent of the

² 1.7 people/100 million vehicle miles traveled vs. 0.9 people/100 million vehicle miles traveled.

people traveling. The portion of TV Highway in Aloha and Beaverton is also one of the 25 most dangerous corridors in the region when looking at both number and severity of crashes.

Local street connectivity and overall safety are poor for transit users who walk to and from the Line 57 stops.

Healthcare, Education, and Economic Prosperity

Community members, leaders, and experts also highlighted repeatedly the importance of health, education, and economic investment as critical components of community well-being.

HEALTHCARE: From community members and leaders...

“Education and health in the US are very expensive. It’s a lot of stress on us to think about what we would do if we get sick and have big bills. Sometimes we don’t prevent illness because we don’t have access to a doctor.”

“For those who have health insurance, it would be nice to have access to different providers. It’s hard to get access to in-network providers sometimes, like if Kaiser is in-network instead of Providence.”

“Everyone should have access to healthier foods. It is easier to buy fast foods because it is cheaper. Salad for \$7 vs burger combo \$5. It is harder to find healthier foods. Should be more available for people that are lower income. Eating healthy is what we need. Not as much fast food.”

“Not just food but access to affordable healthcare. If you are low income you don’t have health insurance.”

EDUCATION: From community members and leaders...

“When you are an immigrant you start from zero. I didn’t have the skills needed to work from home, it is a white collar job. For some, I was educated in French, so I had to learn how to use what I have now. For communities of immigrants, they don’t have that opportunity unless you are a software developer. Instead you are working in a restaurant or hotel. Many of these jobs require a college degree.”

“There needs to be a look at recertification, because there are a lot of people who are doctors or engineers from other countries but can’t practice those professions. They have to recertify, or go through the whole program again. We heard of an example of a doctor from Egypt that is working as a delivery driver. It is a waste of his skills.”

“My grandmother immigrated here and was a housekeeper for 20+ years and there wasn’t a way to finish school. Maybe that is something else to have, an avenue that will give a path for further education like trade school or certification.”

ECONOMIC PROSPERITY: From community members and leaders...

“Immigrant and refugee communities are statistically more likely to start small businesses than the general population. The entrepreneurial spirit exists and needs to be tapped.”

“Financial planning and knowledge is not accessible or existent for diverse communities. More so because communities of color do not have culture specific spaces to discuss this or to go to, and not everyone connects with one place.”

“When people come from places of trauma or are undergoing harm and trauma, it’s difficult to survive and also beg for support. Because most of the time that’s what ends up happening.”

“Unlike refugees who get government assistance, undocumented parents can’t even get a driver’s license or ID to apply for home rental, not to mention home loans.”

“The best wealth building is to have more homeownership options.”

Priority Action Plan

Unite Oregon and the members of the TEC, based on community members' input and the TEC's knowledge of community needs, identified the following 13 actions as the most important steps that they and government partners can take to build up community prosperity in advance of transportation investments in the TV Highway corridor. This Priority Action Plan will serve as the basis for moving implementation forward.

	Action	Lead	Status/ Strategy
1	<p>“By the time we hear of projects it is too late to provide feedback or any input. We usually find out once construction has already started.”</p>		
	<p>Fund ongoing Community Collaborative (continuation of TEC and Leadership Cohort) to take on the following role:</p> <ul style="list-style-type: none"> • Directs how implementation happens • Supports funding strategies • Implements an accountability structure • Supports evaluation efforts 	TEC, Unite Oregon, Metro	Metro explores funding for year one with goal of developing an ongoing funding source
2	<p>“Do we know how many affordable units are in the pipeline? My comment is whether the planned units are enough to accommodate the growth of the corridor. If not, how can we increase them?”</p>		
	<p>Support creation of a Corridor Affordable Housing Strategy</p> <ul style="list-style-type: none"> • Integrate anti-displacement, home ownership, and tenant education community recommendations into local housing strategies • Align with other community-based efforts to improve affordable housing in the region, including the corridor. 	Unite Oregon	Identify lead government partner(s) and advocate for funding in 2024 budget.
3	<p>“The best way to improve mental health is to create more places for physical activities like dancing, sports or music for the community, more during the winter season.”</p>		
	<p>Fund community gathering spaces</p> <ul style="list-style-type: none"> • Create cross-cultural spaces for families and community members to come together along the corridor to have community spaces, inside and outside. See full recommendation in Appendix A: Community Recommendations 	Community Collaborative	Create a development and advocacy plan that considers the development of publicly-owned parcels that require community input in RFPs or program/site plans.
4	<p>“Some bus stops are just a post with a small seat on it. waiting for public transportation feels scary and there is debris often along the corridor ”</p>		
	<p>Plan and implement a Bus Rapid Transit project that integrates community recommendations</p> <ul style="list-style-type: none"> • Identify resources to fund free transit access for low-income 	Metro, TriMet, ODOT	Frame and structure future transit study engagement as building on themes heard from community

	<p>community members</p> <ul style="list-style-type: none"> • Ensure physically accessible public transportation 		during EDS creation
5	<p>“All parts of the population should be equally considered when budget planning.”</p>		
	<p>Expand community engagement in the TV Highway corridor to increase participation in TriMet’s Access Transit Programs</p>	TriMet	Support through Fare Programs & Community Engagement Team
	<p>“We need a place everyone can go to get the services they need. That sort of exists in some places, but not comprehensive services that meet all of our needs.”</p>		
6	<p>Create One Stop Shops for wrap around services</p> <ul style="list-style-type: none"> • Advocate for more complete wrap around services that integrate transportation, child care, food, work clothes, books, meals, exams, school costs, etc.) (Look at OSU’s Future Ready Oregon for model) 	Community Collaborative	Identify existing spaces (such as mobile units, health clinics, libraries, advocate to integrate service recommendations)
7	<p>“Education and health in the US are very expensive. It’s a lot of stress on us to think about what we would do if we get sick and have big bills. Sometimes we don’t prevent illness because we don’t have access to a doctor.”</p>		
	<p>Coordinate and Align with Washington County’s Community Health Improvement Plan (CHIP) and local health plans</p> <ul style="list-style-type: none"> • Specifically align with Access to Care priority within Washington County’s 2021 CHIP 	Community Collaborative	Build relationship with Washington County Health Department to identify points of alignment and commitments
8	<p>“One thing that ties these together is how we do this development: a community benefit agreement is one of the first things we need to do to stop/mitigate gentrification.”</p>		
	<p>Integrate affordable housing units, local hiring, and other community benefits into all new housing and construction projects</p> <ul style="list-style-type: none"> • Secure commitment from business stakeholders (developers as well as construction) to require community benefits agreements, focused on zoning for affordable housing (See Jade District CBA) as well as ensuring development requires a majority of hires are directly from neighborhoods surrounding TV Highway 	Community Collaborative and partnering agency	<p>Explore policy options for integration of community benefits into development</p> <p>Build power and capacity of existing community engagement efforts through targeted strategies.</p>
	<p>“Transportation organizations are responsible for spreading information and other shareholders like the cities, counties, state, and other organizations. We pay for taxes, and road services, and they have an obligation to let us know what is being done with our money.”</p>		

9	<p>Work with TriMet, ODOT, Cities and County to ensure Healthy Communities Communications Campaign can accomplish the following goals:</p> <ul style="list-style-type: none"> • Improves transit navigation for diverse residents. • Signs that foster accessible, safe, & welcoming spaces. • Advances clean environment, education, health messages community recommendations through messaging campaigns. • Highlights small businesses and convening spaces. 	Community Collaborative	<p>Identify opportunities within four agencies to integrate recommendations into existing signage, communications, etc.</p> <p>Campaign to expand translation standards</p>
10	<p>“A lot of areas are lacking in culturally diverse shopping and food spaces.”</p>		
	<p>Partner with Washington County Economic Development to ensure shopping centers are culturally diverse, support small business, and invest in local communities’ culture and foods</p> <ul style="list-style-type: none"> • Identify funding for ways to make safer physical connections between transit stops and the front doors of businesses through parking lots. • Work with the County and Cities to revise development code that encourages redevelopment to be designed in a way that interfaces with the pedestrian environment/invites pedestrian access to businesses. 	Washington County Economic Development	Identify most impactful projects for alignment
11	<p>“I am passionate about building relationships and connections with local school districts because it can create a conversation around alternatives to getting to school for students who miss their school buses, especially if their parents do not have cars to bring them to school if they are late.”</p>		
	Build relationships & connections with local school districts	Community Collaborative	Invite education liaison to join collaborative
12	<p>“We’re the only country that does not want people to become parents. Other countries offer financial and community support. Do I stay broke and have a kid or do I want to progress? Communities need to come together to build their own groups, but you need money, space, staff, and licenses.”</p>		
	Advocate for a parent organizing space, similar to BUILD model, where parents have a space to convene and grow their skills as parent organizers	Unite Oregon	Identify funding to support replication of Unite’s BUILD model
13	<p>“Public bathrooms should be available at all stops. This would meet a basic need that helped so many folks.”</p>		
	<p>Explore integration of public bathrooms into all existing and new TV Highway developments</p> <ul style="list-style-type: none"> • Identify short-term strategies such as mobile units. • Work toward understanding necessary public-private partnership to provide public bathrooms, and ongoing maintenance, in new development 	Community Collaborative	Create a campaign plan that identifies key stakeholders.

More about the Report and Process

Meet the TV Highway Equity Coalition

The TV Highway Equity Coalition (TEC) met twelve times between May 2022 and May 2023. Community Coalition members from various nonprofit sectors such as healthcare, education, housing, community advocacy, and finance live, work, and play along the Tualatin Valley Highway. Those organizations are: Unite Oregon, APANO, Adelante Mujeres, Binestar, Centro Cultural de Washington County, Muslim Educational Trust, The Street Trust, 1,000 Friends, Community Housing Fund.



Anouksha Gardner previously served as Strategic Partnerships Manager at The Street Trust. She was responsible for coordinating with partners across sectors and building relationships. Being on the TV Highway Equity Coalition was important to her because she lives in Washington County and has a vested interest in improving the area and also as part of The Street Trust's vision in creating complete, safe, low-carbon, multimodal transportation system that contributes to equity in access, opportunity, health, and prosperity for people and communities across the Portland Metro Region and beyond.



Sushmita is an Entrepreneur, Founder, a Tireless, Fearless & Relentless Civic Leader passionate about Racial Justice, Serving Humanity with Equity in Dignity, Multidisciplinary Cultural Artist, & Small Business(s) Owner. She is an avid Listener, Learner, Advocate, Educator & Consultant for Diversity, Equity & Inclusion in Action.

She started her advocacy and civic leadership journey with transportation and is deeply involved with the TV Highway project amongst other committees. She is currently serving as the Washington County Planning Commissioner (At Large) along with designing curriculum and training future BIPOC leaders as well as serving on statewide committees for housing, health, energy, small business, arts and culture, climate, politics, transportation and more. The joy of Cross Cultural representation, interactions and celebration is another reason why she continues her passion and purpose to serve the community through all aspects of Civic Leadership.

Maria Dolores Torres is a Mexican National who is a mother of three, all are married now. She has lived in Beaverton Oregon for over 28 years now and has been involved in community work for over 30 years. She loves serving others! She currently works at Adelante Mujeres.



Nansi Lopez has been a Washington County resident for nearly 25 years. She is currently the Policy Director for Centro Cultural. For almost twenty years, she has worked in both the private and public sectors in supporting Latino and marginalized communities. Her passion for the community was modeled by her parents, who guided her in finding a life mission. When she isn't in the trenches with others doing the work, she's enjoying the company of her family and her German Rottie, Rocko.



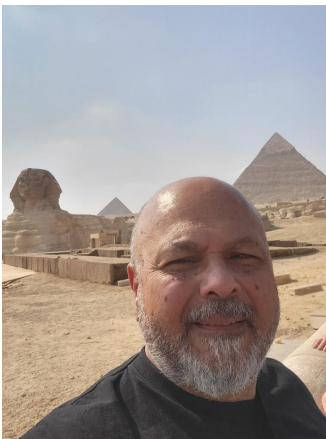
Mandie Ludlam is the Lending and Relationships Manager for Community Housing Fund (CHF). She has been with CHF, a certified CDFI affordable housing loan fund serving Washington County, Oregon, for a little over six years. Mandie has worked in different aspects of affordable housing for nearly 14 years, including as a member of the Community Investment Department at the Federal Home Loan Bank of Seattle. She has lived her whole life in the Pacific Northwest, having grown up in Washington County, attended Whitman College in Walla Walla, and lived for many years in Seattle, prior to returning to the Portland area in recent years. In her free time Mandie enjoys spending time with her husband Paul, attending live theater, and visiting the gorgeous Oregon coast. She is honored to be a part of the TV Highway Equitable Coalition.



Jawad Khan is currently the Chief Programs Officer at the Muslim Educational Trust (MET) and a member of MET's Board of Directors. He was born in Houston, Texas, to Indian immigrant parents. He has spent 22 years with MET as a teacher, guidance counselor, and administrator. He has delivered workshops about Islam and about combating Islamophobia to numerous colleges, schools, government agencies, and nonprofits throughout the Portland metro area. Before joining MET, Jawad previously worked in the high-tech industry including Kavi Corporation, before starting his own startup, AI Graphics, along with his classmates from college. He has degrees in Business Administration and Economics from Portland State University and currently resides in Beaverton, Oregon.



Itzel Hernandez Spehar is an experienced program Director of Policy and Advocacy at Bienestar, with a demonstrated history of advancing equity and working in the non-profit and public schools administration industry. Skilled in Asset Building, Homeownership Support, Community Engagement, Policy Analysis, and Program Development. Strong community and social services professional with a Bachelor of Arts in Social Anthropology from Oregon State University and two years of Law School from Universidad Autónoma Benito Juárez in Mexico. Itzel is an experienced, bilingual, community advocate, and HUD-certified housing counselor, who previously worked with Hacienda CDC, Neighborhood Partnerships, and the Portland Housing Center.



Jahed Sukhun was born in Palestine, was raised in Kuwait and spent the last 40 years in the North West. Although my professional career was spent in the IT field, I am passionate about immigrant and refugee issues: food justice and security, equal and affordable housing as well as equal work opportunities. While I am not working, I enjoy cooking, traveling and learning about other cultures. Jahed was the Chief Operating Officer of the Muslim Education trust, and is now happily retired and volunteering in his spare time.



Karmen Chavez-Sam (she/her/hers) is a Community Development Manager at APANO Communities United Fund. Karmen is a second-generation Chinese American, born and raised in Southern California. She moved to Oregon in 2015 to study Environmental Science and Anthropology at Willamette University, where she helped organize her peers around environmental justice issues. Since joining APANO CUF's team in 2019, she has been working on housing and transportation issues and building relationships with AANHPI community members and other stakeholders in Washington County. In her free time, Karmen enjoys playing soccer, bouldering, creating art, getting outside, and hanging out with her friends, family, and dog.

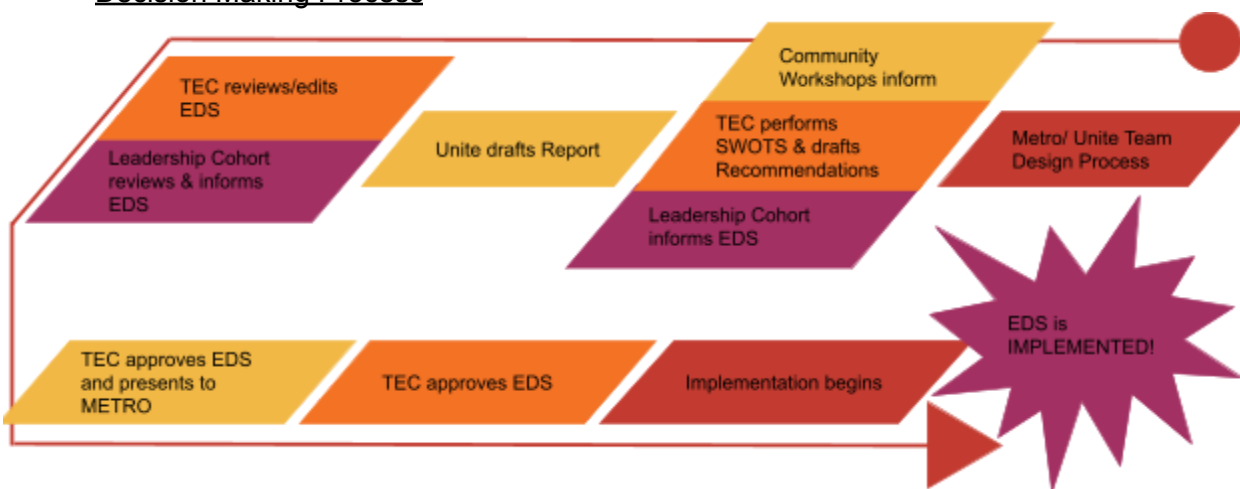
Roles, Responsibilities and Decision Making Process

The charge of the committee is as follows:

- **Represent the community:** Provide information to and from constituents, and represent their perspectives, concerns, and priorities.
- **Partner with local government organizations** by inviting their participation in the TEC as a way to move forward the goals of the community.
- **Document opportunities and constraints:** Create common acknowledgment of regulatory, physical, and strategic issues for the project to address and/or improve, by conducting an analysis that examines strengths, weaknesses, opportunities, and threats to the landscape along the highway corridor (also known as SWOT analysis).
- **Advance the project through key decision points:** Follow decision-making protocols as established by the committee to make key decisions.
- **Recommend an equitable development strategy:** Compile and review the information gathered through the feedback given from the SWOT analysis. Include areas of improvement, potential partners and areas of funding future equitable development goals and objectives, and create a sustainable partnership with community members by preparing them for civic leadership and engagement. Leveraged partnerships with government agencies.
- **Recommend sustainable funding for coalition work:** Estimate funding needed for further planning and design efforts related to the strategic equitable development investments. Identify sources of funding for planning, implementation and sustainability.

Further define Roles of Unite Oregon, Metro, TEC, Leadership Cohort, etc.

Decision Making Process



See Attached:

Appendix A: Community Recommendations

Appendix B: SWOT Analysis