AGENDA BILL

Beaverton City Council
Beaverton, Oregon

SUBJECT: Contract Award – Multicultural Community Engagement on Housing for City Housing Related Planning and Project Delivery

FOR AGENDA OF: 02-18-20 **BILL NO:** 20060

MAYOR'S APPROVAL: Denny Doyle

DEPARTMENT OF ORIGIN: CDD

DATE SUBMITTED: 02-04-20

CLEARANCES:
City Attorney
Mayor's Office
Purchasing
Finance
Development

PROCEEDING: CONSENT AGENDA (CONTRACT REVIEW BOARD)

EXHIBITS:
A. List of Proposals Received
B. Evaluation Matrix and Scoring
C. Consultant Proposal

BUDGET IMPACT

EXPENDITURE REQUIRED	AMOUNT BUDGETED	APPROPRIATION REQUIRED
$93,380*	$93,380**	$-0-

*The Expenditure Required is based on the Project Manager's estimate and may be revised following contract negotiations.
**Account Numbers 001-70-0676-511 – General Fund – Community Development Department – Planning Division – Professional Services Account (50% at $46,690), 001-70-0662-505 and 001-70-0662-506, General Fund – Community Development Department – Development Division – Affordable Housing Program (25% at $23,345), and Metro Housing Bond Administration Expense (25% at $23,346)–These three line items will distribute costs to fund the contract.

RECOMMENDED ACTION:

City Council, acting as Contract Review Board, authorizes the Mayor to sign a contract, not to exceed $93,380, with UNITE Oregon, in a form approved by the City Attorney, for the Multicultural Community Engagement on Housing Projects for the first year. The contract may be extended for up to two additional one-year periods and based on Council's approval of future budgets. If the contract is extended for the full three years, the total estimated amount of the contract will be $280,140.

HISTORICAL PERSPECTIVE:

The City's affordable housing programs such as the Metro Affordable Housing Bond, homeownership, rental rehab, and others depend on a thorough community engagement plan to succeed. Reaching communities of color and/or marginalized communities is an integral part of its community engagement plan.

The Housing Options Project has spent the last two years considering where and how additional housing types will be allowed in the city's residential neighborhoods, in compliance with House Bill 2001. As the City continues to consider how to implement the HOP, community engagement is needed to understand the housing needs of a wide variety of community members.

In addition to the two ongoing efforts listed above, the City is beginning to work on the Cooper Mountain Community Plan, a multi-year effort to determine future zoning and plan for transportation, utilities, natural resource protection and other key elements needed to support new neighborhoods in the 1,232-acre urban growth boundary expansion area. The area is expected to provide at least 3,760 homes. For a development this large and complex, community engagement will be important. On February 4, 2020, the City Council was asked to approve a contract with Angelo Planning Group. That contract includes traditional public engagement activities, and the Multicultural Community Engagement on Housing contract will allow the City to expand engagement throughout the project to traditionally underserved and underrepresented communities

INFORMATION FOR CONSIDERATION:

The City issued a Request for Proposals for Multicultural Community Engagement on Housing which was advertised in the Daily Journal of Commerce on November 12, 2019, with a response date of December 13, 2019 at 2:00 p.m. The City received three proposals (Exhibit A).

Staff evaluated and conducted a weighted scoring of the proposal based on criteria that addressed:

1. Knowledge, experience and qualifications of team;
2. Project approach and understanding;
3. Relevant experience and references;
4. Beaverton Equity Procurement Program; and
5. Contract price.

Based on staff evaluation, reviewers hosted interviews with the top two highest scoring proposals. Applications were then rescored based on the same criteria excluding price. Based on the interview, UNITE Oregon was the highest scored proposer. Therefore, staff is recommending UNITE Oregon be awarded the contract. Contract conversations are ongoing, and the final scope of work will be provided with the contract to be reviewed and signed by the Mayor.

QUALIFICATIONS AND EXPERIENCE

Unite Oregon is a community-based organization led by people of color, immigrants and refugees, rural communities, and people experiencing poverty. Their precursor organizations, Oregon Action and the Center for Intercultural Organizing, were founded in 1980 and 2003, respectively. These organizations merged to form Unite Oregon, representing more than 22,000 supporters and members, including a strong base in Washington County and especially Beaverton, where they have partnered for seven years with the City of Beaverton to co-lead Beaverton Organizing for Leadership Development (BOLD), a leadership development program for diverse Beaverton community members.

UNITE Oregon's previous experience working with the City and its strong connections to this community will be pivotal as the organization develops a Housing Cohort in partnership with the City to conduct community engagement around affordable housing, the Cooper Mountain Community Plan, and the Housing Options Project. The UNITE Oregon team demonstrated an understanding of the importance of bringing communities of color and marginalized communities to the table and giving them a voice regarding housing issues and ways to effectively express that voice in local government.

SCOPE OF WORK

The scope of work includes the following tasks for Year 1.

Tasks 1.1 and 1.2: Project Introduction – Refine scope and schedule for project.

Tasks 2.1 and 2.2: Housing Leadership Cohort Recruitment and Training - Recruit a minimum of eight diverse community members to form a Housing Leadership Cohort that will participate in a multi-year housing engagement effort. Build capacity of cohort members in civic engagement and community organizing and develop a shared understanding of local housing-related projects and programs so cohort members are prepared to conduct community engagement activities specific to each project in later tasks.

Tasks 3.1 and 3.2: Cooper Mountain Committee Member Recruitment – Assist the City with recruiting community members to serve on a project advisory committee for the duration of the Cooper Mountain Community Plan. The advisory committee is separate from the Housing Leadership Cohort and members cannot participate in both groups.

Tasks 4.1 to 4.3: Community Meetings and Direct Engagement - Inform Housing Leadership Cohort members of research, alternative solutions and recommended actions specific to each project (Housing Options Project, Affordable Housing Program and Cooper Mountain Community Plan) so they are prepared to help conduct community engagement.

It is anticipated that scope refinements for Tasks 3.1 and 3.2 will be necessary based on negotiations with UNITE Oregon. Upon completion of the above tasks, and satisfaction of work completed, the City may choose to renew the contract with UNITE Oregon to include the scope of work for the remainder of the project, Years 2 and 3, based on completed performance of the work in Year 1.

City of Beaverton

PROPOSALS RECEIVED

REQUEST FOR PROPOSAL
MULTICULTURAL COMMUNITY ENGAGEMENT ON HOUSING
Solicitation #3597-20B

Closed: December 13, 2019 at 2:00 PM

Proposals Submitted:

1. **Lara Media Services, LLC – Portland, OR**
2. **Cascadia Partners – Portland, OR**
3. **Unite Oregon – Beaverton, OR**

Request for Proposal Multicultural Community Engagement on Housing, Solicitation #3597-20B
Evaluation Committee Score Sheet - Interview

Company Name	Evaluation Factor	Total Possible	Eval 1	Eval 2	Eval 3	Eval 4	TOTAL	AVERAGE	Overall Position
Cascadia Partners									
	1. Knowledge, Experience & Qualifications of Project Team Members and Firm	32	29	22	24	24	99	24.75	
	2. Project Approach & Understanding	24	21	18	21	24	84	21	
	3. Relevant Experience & References	24	21	16	21	18	76	19	2
	4. Beaverton Equity Procurement Program	12	12	12	12	12	48	12	
	Total Maximum Points	92	83	68	78	78	307	76.75	
Unite Oregon									
	1. Knowledge, Experience & Qualifications of Project Team Members and Firm	32	30	32	32	32	126	31.5	
	2. Project Approach & Understanding	24	24	22	18	24	88	22	
	3. Relevant Experience & References	24	24	24	24	24	96	24	1
	4. Beaverton Equity Procurement Program	12	0	0	0	0	0	0	
	Total Maximum Points	92	78	78	74	80	310	77.5	

4.1.1 Cover Page

RFP Title: City of Beaverton; Multicultural Community Engagement on Housing
Date of Submission: December 13, 2019

Proposal in response to Solicitation #3597-20B

Prepared by:
Kayse Jama, Executive Director
Claudia Arana Colen, Grant Coordinator
Center for Intercultural Organizing DBA as Unite Oregon

Development@uniteoregon.org
(503) 287-4117 (office)
(503) 913-5154 (cell, Kayse Jama)
(206) 383-1886 (cell, Claudia Arana Colen)
Note: Unite Oregon doesn't have a fax number

Submitted to:

City of Beaverton
Purchasing Division, Second Floor
12725 SW Millikan Way
Beaverton, OR 97005
503-526-2228

Unite Oregon
Beaverton Office
12745 SW Beaverdam Road
Cubicle 193
Beaverton, OR 97005

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4.1.3. Transmittal Letter

December 13, 2019

City of Beaverton
Purchasing Division, Second Floor
12725 SW Millikan Way
Beaverton, OR 97005
503-526-2228

RE: Response to Solicitation #3597-20B

To Whom It May Concern:

Unite Oregon is submitting a response to Solicitation #3597-20B, Multicultural Community Engagement on Housing.

Collectively, our staff has over 60 years experience organizing diverse community members across Oregon. We are vital partners for many local government agencies who wish to meaningfully engage our priority communities-- communities that for decades have been systematically denied access to power, decision- making processes, and the resources that stem from these decisions. Our most fruitful partnerships emerge when we partner with local government organizations who share our vision of a more racially equitable Oregon, and who understand that building relational, rather than transactional partnerships, and meaningfully engaging communities of color, is built on consistent work to build trust and relationships in the community, and by training and developing community leaders who are most impacted by the issues in the region.

Unite Oregon has reviewed the RFP thoroughly. It is our assessment that the RFP, as written, is not centered on our community organizing model, nor is the budget level commensurate with the requested deliverables. Our proposal represents what we will be able to accomplish in the time period, while honoring our commitment to prioritize our community members. We hope we can engage in further discussions with the City of Beaverton project team to provide additional feedback.

Thank you for the opportunity to apply. Please note that I am the primary source of contact for this application.

Sincerely,

Kayse Jama
Executive Director
Unite Oregon

4.1.4 Signature Page and Attestation of Compliance with Tax Laws

(see attachments)

4.3.1 Knowledge and Experience

4.3.1.1 Background of the Firm

Unite Oregon Background

Unite Oregon is a community-based organization led by people of color, immigrants and refugees, rural communities, and people experiencing poverty. With field offices in Portland, Beaverton, and the Rogue Valley, we work across Oregon to build a unified intercultural movement for justice. Our precursor organizations, Oregon Action and the Center for Intercultural Organizing, were founded in 1980 and 2003, respectively; these organizations merged in 2016 to form Unite Oregon, which now represents over 22,000 supporters and members, including a strong base in Washington County and especially Beaverton, where we have partnered for seven years with the City of Beaverton to co- lead Beaverton Organizing for Leadership Development (BOLD), a leadership development program for diverse Beaverton community members.

For decades, Unite Oregon has successfully mobilized community members from across many different backgrounds, immigration statuses and socio-cultural experiences to seek common ground and effectively organize for improvements in their circumstances. We have engaged thousands of individuals from diverse cultural, ethnic, and religious backgrounds, trained new immigrant and refugee community leaders, produced hundreds of educational events, and mobilized countless newcomer community members to participate in public life and advocate for policies that increase equity. Grounded in the belief that organizing people who are suffering inequity has the greatest potential to affect the root causes of economic, political and social injustice, we involve our immigrant and refugee members, and members of color, in all aspects of program development and implementation. We use community-led issue campaigns as opportunities to train new leaders, amplify community voice, engage volunteers in base -building and advocacy initiatives, and grow our membership base. We measure our effectiveness not just with policy wins, but by numbers of leaders developed, and members engaged Through Unite Oregon, immigrants, refugees, and people of color from diverse backgrounds develop a unified voice, advocate for their rights, and create an environment in which they are recognized and supported as valued community members.

We focus on four program areas that, when combined, catalyze systemic change: *Civic Engagement*: We provide pathways for community members to participate in democratic processes, serve as leaders on boards and commissions, and engage in the issues that matter most to them; *Policy Advocacy:* We advocate for policy changes at the local, state, and national levels that increase equity and reduce disparities experienced by immigrants, refugees, people of color, rural communities, and people experiencing poverty; *Community Organizing*: we support our members to build the organizing skills necessary to impact policies that affect them and to work collaboratively, mobilizing diverse constituencies; and *Leadership Development*: We develop new leaders through signature leadership development programs, strategic trainings, and on-the-ground leadership positions within our organization and issue campaigns.

We believe that training and building power among immigrants, refugees and people of color is the best way to resist divisive tactics and undo racist and xenophobic policies and systems embedded in our institutions. Every year, Unite Oregon trains more than 75 community members across the state representing a broad spectrum of immigrants, refugees, and people of color, including participants experiencing multiple oppressions (e.g., immigrants with disabilities, queer immigrants, etc.) in an intensive, multicultural group context. Our leadership development programs typically take place over the course of several weekends or evenings and directly address racism, homophobia, gender oppression and sexism, and we use popular education techniques to help empower participants. Typical workshops include: basics of city government; introduction to community organizing; politics of oppression; community- based leadership models; base-building; and more. We also train community members to develop their subject-matter expertise on a range of policy issues from housing and transportation to police accountability and health equity. Participants practice delivering testimony in Council Chambers, attend public meetings and implement short term community projects.

We work to remove all barriers to participation, providing simultaneous translation and interpretation, food, free child care, and whenever possible, stipends for participation. We work with graduates to find immediate opportunities to use their new skills, via boards and commissions, various positions within Unite, or plugging them into ongoing issue campaigns, to help connect them to opportunities to effect policy change.

Some of Unite Oregon's additional unique strengths include:

- A strong, diverse base of nearly 2,000 members in Washington County and 500 Beaverton members from various cultural backgrounds
- 139 immigrants, refugees, and people of color have graduated from the BOLD program we co-lead with City of Beaverton
- Graduating over 250 community members from our Portland- based Pan Immigrant Leadership Organizing Training Program
- Training additional 35+ community members on affordable housing issues in year- long cohorts
- Strong relationships with the City of Beaverton's elected officials and government staff
- Deep ties with Beaverton- based small business owners, churches and other organizations serving immigrants, refugees and people of color
- Ongoing stewardship of Unite Oregon's Washington County Leadership Council made up of 6 diverse community members who help guide our chapter's work
- Active Unite Oregon members serving on Beaverton's Diversity Advisory Board
- Multi-lingual trainers and facilitators on staff with experience in cross-cultural leadership development and community building
- In 2018, Unite Oregon worked with the City of Beaverton's Mayor's Office to introduce, and pass, a city resolution affirming their commitment to welcoming Muslims and refugees.

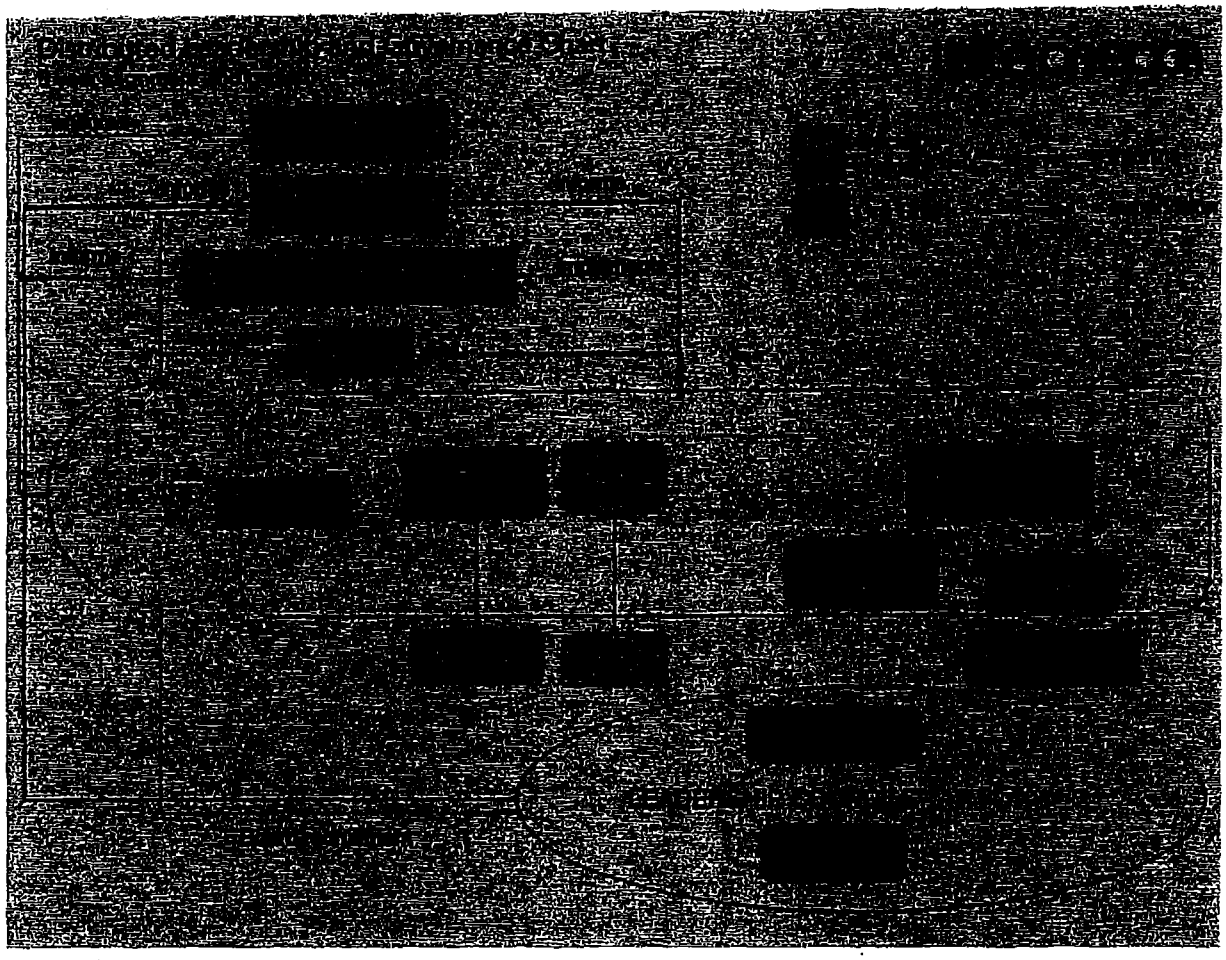
Organizational Structure and Capacity

Unite Oregon's by-laws require that our board, staff, and membership be at least 50% immigrant, refugee or people of color. We have 19 staff; 95% identify as POC, immigrants or refugees.

Our Executive Director is a Muslim, Somalian refugee, and our board chair is an immigrant woman from Iran. Our board is 70% immigrant, refugee, and people of color; 40% come from rural communities.

Three Leadership Councils (LCs), made up of roughly 5-10 community members, meet monthly and help guide our three chapters, ensuring our work remains grounded in the lived experience of the folks we serve. We recruit many staff, LC and board members through our leadership programs; our Statewide Housing Director and our board chair are both PILOT graduates (Portland-based leadership program) as is our lead organizer in Washington County. Our Washington County Leadership Council has 5 diverse members; 3 graduated from the Beaverton Organizing Leadership Development program we co- lead with City of Beaverton. This year, the Leadership Council has determined that affordable housing, health care and immigrant rights are current community priorities, and are training and educating the community on these topics.

Legal Structure: Unite Oregon is a federally recognized 501(c)(3) nonprofit organization
Length of Time in Business: 16 Years
Area of Expertise: Intercultural and culturally specific community engagement, organizing, advocacy training and leadership development
Number of Employees: 14 full-time; five part-time staff, and up to 20 contractors annually
Annual Budget: $1.5 million
Management and Staff Structure: Management team of three (Executive Director, Field Director, and Finance and Development Director); Directors team of three; Organizing staff of four FTE and four part time employees. We also have a Grant Coordinator, part- time Finance Associate; a Census Equity Coordinator and a Communications and Policy Associate. Unite Oregon routinely hires interpreters, translators, and contract organizers when appropriate.



4.3.1.2. Key Personnel

PROJECT TEAM; ROLES AND RESPONSIBILITIES

All projects at Unite Oregon are developed and implemented in a collaborative team environment. In addition, we regularly consult and involve our diverse membership and leaders, which represent 50+ countries of origin, and over 100 languages.

Please note that if we are awarded this contract, we will hire a new Washington County Organizer to lead this project. Until this person is hired, Cristina Palacios, Statewide Housing Director, and Sushma Raghavan, Field Director, will provide project leadership and oversight.

Kayse Jama, Executive Director, will oversee the project to help ensure its continued success.

Sushma Raghavan, Field Director, will be provide direct management support to the lead organizing staff.

Cristina Palacios, Statewide Housing Director, is a former Washington County Organizer and has deep connections to the Beaverton community. She has supported the BOLD program for several years, trained several affordable housing leadership cohorts, and has 15 years experience organizing community members on affordable housing issues. She will lead this project until the new Washington County Organizer is hired, and will help transition the project to the new staff.

Ty Schwoefferman, Lead Organizer for Northern Oregon, who directs our Pan Immigrant Leadership Organizing Training (PILOT), will support the Washington County Organizer to conduct outreach, recruitment, and curriculum development, and help with program logistics.

Muwafaq Alkattan, Washington County Organizer, will also support the Washington County Organizer to conduct outreach and recruitment, can provide some limited Arabic translation and interpretation, and can also help with logistics.

PROJECT TEAM; BIOS, QUALIFICATIONS AND RESUMES

Kayse Jama, Executive Director

Bio: An original founder of Unite Oregon (originally Center for Intercultural Organizing), Kayse was born into a nomad family in Somalia. He left when the civil war erupted, and finally found sanctuary in Portland. From 2005 to 2007, he trained immigrant and refugee community leaders in five Western states—Oregon, Washington, Nevada, Utah and Idaho—under a prestigious New Voices Fellowship at Western States Center. He has been awarded the Skidmore Prize for outstanding young nonprofit professionals (2007), the Oregon Immigrant Achievement Award from Oregon chapter of the American Immigration Lawyers Association (2008), the 2009 Lowenstein Trust Award, which is presented yearly to "that person who demonstrated the greatest contribution to assisting the poor and underprivileged in the City of Portland, Oregon" and the 2012 Portland Peace Prize. He is a graduate of Marylhurst University in the field of Sociology. Kayse serves on many local, statewide, and national boards and commissions, including the Fair Shot Coalition, We Are All Oregon table, Oregon Health Equity Alliance, One Oregon, Oregon Strong Voice, and National Partnership for New Americans, among many others.

Roles and responsibilities on this project: Executive Director Kayse Jama will support project strategy and development, and oversee deliverables. Mr. Jama will also be designated project manager, assigning other staff where appropriate, and may be able to provide some trainings to the project cohort.

Directly relevant experience on similar or related projects: Mr. Jama is an expert on project design and implementation. He has served to support and engage Portland's diverse communities for nearly 20 years on projects such as the Metro Transportation Task Force, Hate Crimes Task Force,Aloha Reedville Study and Livability Plan, Portland's Diversity and Civic Engagement project, PILOT, development of the BPS's Portland Plan, and many others.

Unique qualifications: 20+ years of experience in cross-cultural community organizing, engagement and education; curriculum development; bilingual in English and Somali; and policy development expertise

SUMMARY RESUME

WORK EXPERIENCE:

UNITE OREGON; Founder/ Executive Director *April 2003-Present*

Unite Oregon; Execute organization's overall programs and strategies and its vision; Direct and manage staff and volunteers by providing supervision and support; Lead organization's fundraising efforts, including grant writing and supporting key staff and volunteers; Help and support Board of Directors to fulfill their duties and obligations; Manage organization's budget and finances; Ensure that all grant contracts are fulfilled; Collaborate with local, regional and national organizations working with immigrants and refugees.

Western States Center, Trainer/Organizer *June 2005-May 2007*

Developed and managed 18 month long leadership program for first generation immigrant and refugees in eight Western states; Provided ongoing leadership and non-profit management training for immigrant and refugee leaders; Provided technical assistance and consultation for grassroots community based organizations; Developed curriculum materials that are relevant to the experience of the immigrant and refugees.

Portland State University, Adjunct Lecturer/Capstone Instructor *April 2003-2006*

Taught as adjunct faculty at PSU, offering capstone courses for graduating seniors; Designed community-based learning courses; Directed teams of students to research local policies related to immigrants and refugees and to interact with media, nonprofit organizations, and government officials.

Lutheran Community Services Northwest; African Youth & Mental Health Coordinator *July 2000-2004*

Coordinated an African self-sufficiency project that provided in home tutoring, after school programs, case management, and advocacy for refugees; instituted educational programs and events for refugee youth and families; Provided conflict mediation, cultural sensitivity training, and multicultural counseling services; Created an African mental health program.

EDUCATION

B.A. Marylhurst University, Sociology

June 2004

Sushma Raghavan, Field Director

Bio: Sushma Raghavan was raised in California by immigrants from South Asia. After graduating from the University of Michigan, she became an organizer in the labor movement. She saw unions as a place where workers of all backgrounds--women, workers of color, immigrant workers, and workers of all education levels-- could come together as equals to assert their rights at work and at home. As an organizer, she gained a wealth of experience identifying, recruiting, training, and developing worker

leaders in successful organizing campaigns, such as a campaign to win union representation in Salt Lake County, UT, a campaign to organize clerical staff in the University of California system, organizing family child care providers in California, and organizing public defenders in Oregon. In 2016 she became a lead organizer and led a campaign staff of eight on a strategic campaign, coordinating between legal, communications, political, and field staff, in an organizing campaign of a local retail chain. She also oversaw a campaign that brought in hundreds of new union members in a short period of time. In 2017, she was invited to be a trustee of her union's pension trust. After the 2016 presidential elections and the spike in hate crimes and white nationalism, she decided to look for an opportunity to more intentionally help marginalized communities and people of color build power and she joined Unite Oregon as the Field Director in 2018.

Roles and responsibilities on this project: Provide management and oversight; assist with curriculum development, workshop facilitation, and recruitment.

Directly relevant experience on similar or related projects: At Unite Oregon, Sushma oversees the community organizing and leadership training programs, including BOLD, PILOT, our Southern Oregon youth cohort (Forward Youth), and the Washington County housing leadership development training.

Unique qualifications: As an organizer, Sushma trained hundreds of union members, worker leaders, and organizers in leadership development, campaigning, and organizing basics. She has lived experience as the daughter of immigrants and is bilingual in English and Tamil.

SUMMARY RESUME

WORK EXPERIENCE

Field Director, Unite Oregon, Portland, OR June 2018—present Lead Organizer, UFCW Local 555, Portland, OR June 2016—June 2018 Organizer, AFSCME Council 75, Portland, OR

January 2012—May 2012 Business Agent, AFSCME District Council 57, San Jose, CA

July 2011—January 2012 Organizer, AFSCME International

May 2008—June 2011

EDUCATION University of Michigan, Ann Arbor BA Political Science and Asian Studies

Ty Schwoefferman, Lead Organizer, Northern Oregon

Bio: Ty Schwoeffermann is the new Lead Organizer for Northern Oregon, helping Unite Oregon build a unified, intercultural movement for justice in Oregon. As a professional organizer, trainer, analyst, and political consultant, Ty brings a wealth of professional and educational experience to the Unite Oregon family. Prior to joining Unite Oregon, Ty worked as the Advocacy and Policy analyst for the Oregon Advocacy Commission, the Urban League of Portland, and Rebuilding Center, and as an AmeriCorps member. Ty graduated with a Bachelors in Ethnic Studies from the University of Oregon. He is a member of the Portland African American Leadership Forum, and a former Americorps member. Ty was born and raised in Portland to mixed race and pan immigrant parents from the Caribbean and the US.

Roles and responsibilities on this project: Ty will provide support with overall project development. In addition he will add valuable experience to the curriculum development for the housing cohort.

Directly relevant experience on similar or related projects: Ty has led two cohorts of a community health worker training called We Are Health Movement. In addition, Ty is currently leading the 2019 Pan-Immigrant Leadership Organizing Training.
Unique Qualifications: Ty has 5 years of organizing and training experience at the Urban League of Portland, 3 years working for state government in OHA and OAC as a Policy Analyst. He speaks some conversational Spanish.

SUMMARY RESUME

WORK EXPERIENCE

Lead Organizer, Northern Oregon; Unite Oregon
August 2019- Present
Rebalancer; *BIKETOWN*
March 2018- 2019

Policy Analyst, Oregon Advocacy Commissions — November 2015- July 2017
Transformation Analyst & Operations and Policy Analyst 3
OHA Transformation Center

Health Equity Organizer & Community Health Worker — March 2014- November 2015
Urban League of Portland

Volunteer Coordinator & Special Projects for Rebuilding Center — December 2010- June 2014
NW Service Academy Our United Villages

Community Organizer & Educational Advocate — September 2009- 2010
Black Parent Initiative

EDUCATION

Volunteer Boards

Oregon Health Policy Board, Outcomes, Quality, and Efficiency Metrics Workgroup	2011
Oregon Health Authority (CCO) - Rules Advisory Committee	2012
OHA Health Equity Policy Review committee	2011- Present
Portland Black Male Achievement Initiative Steering Committee	2014 - Present

Awards

2013 Emerald Awards for Excellence in Health Education presented by the Zeta Sigma Omega chapter of Alpha Kappa Alpha
2013 Outstanding Alumni of the University of Oregon Ethnic Studies department
2012 Commission on Children, Families, and Community Hilltop Award

Cristina Palacios, Statewide Housing Director

Bio: Cristina Palacios started organizing at the age of 14. She loves serving all people, especially people of color, immigrants, refugees and the Latinx community. She is driven by a passion for housing and social justice and the belief that everyone - regardless of their income, disability, race or immigration status -- deserves a safe healthy place to call home.
Roles and responsibilities on this project: Cristina will provide primary project leadership and oversight until the new Organizer is hired, including acting as a liaison with the City of Beaverton, leading recruitment efforts, co- developing scope of work and agendas. When the new Organizer is hired, she will transition to a supportive role.
Directly relevant experience on similar or related projects: Cristina has extensive experience in community organizing, especially in Washington County and Beaverton, and has worked in both public sector and nonprofit settings. In her role as a community organizer, she has designed leadership development programs in service to people of color, immigrants and refugees, that have been replicated many times over.
Unique qualifications: Cristina has ten years of Senior Organizer experience. She is bilingual in English and Spanish and has an extensive network of contacts within Unite Oregon's membership base, particularly those living in Beaverton and Washington County. She has many years experience in project management, leadership development, community organizing, and community engagement and activation.

SUMMARY RESUME

WORK EXPERIENCE

Statewide Housing Organizer, Unite Oregon 2017- present

Organizer, Community Alliance of Tenants 2007-2017
Led the Safe Housing Project, Preservation Program, and Leadership Development work; supported Community Based Research Project, the Spanish- English helpline; and provided Spanish/ English Renters Rights workshops

Committee Experience

BDS Committee; East PDX Action Plan; Healthy Homes Coalition; Anti-Displacement Pdx; Welcome Home Coalition.

EDUCATION & TRAINING

AMP (Activist Mobilizing for Justice) with Western States Center; 1000 Friends Land Use training; HIP (Humanity in Prospective Classes) with Oregon Humanities and Mediation training with Resolutions NW

Muwafaq Alkattan, Washington County Organizer

Bio: A refugee from Iraq, Muwafaq Al Qattan serves as Unite Oregon's Arabic language organizer. He is also engaged in the leadership of Iraqi Society of Oregon, a hub for newly arrived Iraqi refugees.
Roles and responsibilities on this project: Muwafaq will help engage Arabic speaking populations in BOLD and provide logistical support for the program.

Directly relevant experience on similar or related projects: Muwafaq has 12+ years experience serving refugee communities and Internal Displaced Persons (IDPs). He is a 2015 PILOT leadership program graduate and has recently supported the Arabic community in Tigard and Clackamas County on affordable housing education.

Unique qualifications: Muwafaq has an extensive network of Middle Eastern contacts in the Beaverton community. He is bilingual in English and Arabic, an experienced community organizer; and a leader in the Muslim and Iraqi communities

SUMMARY RESUME

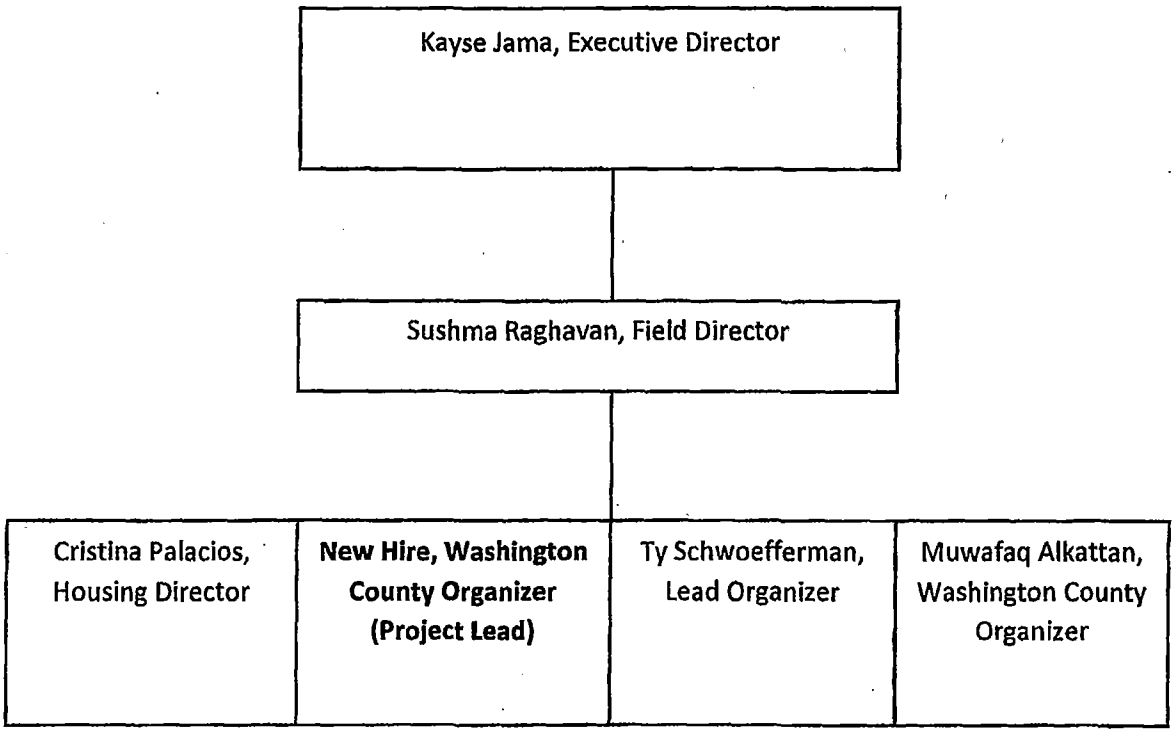
WORK EXPERIENCE

Washington County Organizer, Unite Oregon	August 2014- Present
United Nation Human Settlements Program /Iraq (NHABITAT)	August 2010- 2012
United Nation Children Fund (UNICEF)	August 1999 – January 2010

EDUCATION: B.Sc Civil Engineering from Baghdad University, 1972

TRAINING & COURSES: Racism and Human Rights; Child and Women's Rights; Contract and Construction Management; Teamwork Training; PILOT Training; Life Guide Training

Unite Oregon Project Team Organizational Chart



4.3.1.3 Sub-consultant Qualifications

We do not intend to employ any sub-consultants for this project.

4.3.2 Project Approach & Understanding

Project Approach

As stated prior, Unite Oregon has many years of experience co-leading BOLD and several other leadership development programs, including ones specific to affordable housing, serving immigrants, refugees, and people of color. We have an excellent cadre of diverse, experienced organizing staff. If given the opportunity to partner with City of Beaverton on this project, we are prepared to immediately begin the process of finalizing a Scope of Work and launch a search for a Washington County Organizer to lead this project. In the interim, Cristina Palacios will serve as project lead and will be given capacity to transition the new hire once they are onboarded.

The process of organizing community, building relationships, and developing trust with diverse community members takes an enormous amount of time and energy, especially for projects that are complex and multi- faceted. If we want community members to remain engaged, we must invest wholeheartedly in empowering them and developing their skills, meeting them where they are, and not overwhelming them with information that outpaces their capacity. This is especially true for newcomer community members who may come from countries without democracy or where governments are corrupt and distrust of government is inherent.

We have developed a project approach that prioritizes the community and paces our outreach and recruitment to what we know works, and scales the number of meetings so that they are achievable and don't burn out the community.

We anticipate having regular check-ins with key City of Beaverton staff at every stage of this process, in part to help introduce the City to our organizing and relationship- building style. We will check in regularly about outreach and recruitment efforts; development of the application form for both cohorts; and development of the curriculum and ensuring workshops are scaffolded to maximize participant progress. We will also appreciate having the opportunity to debrief after each training in order to review and record our impressions, program strengths and opportunities for improvement, as well as at the end of every program year. We will also request participants to provide evaluations at the end of every training and community meeting in order to receive feedback about what went well and opportunities for improvement.

Assumptions

Our project approach and budget assumes the City of Beaverton will coordinate, and fund, the following:

- Venues suitable for participant capacity, and sites that are ADA accessible
- All interpretation and translation needs, both simultaneous and written
- All printing needs
- Food appropriate for all participants, taking into consideration various dietary, religious or other restrictions; and as much as possible, ordered from small, immigrant and refugee owned businesses and representative of various cultures of the group
- Fees for any outside speakers who participate in trainings, briefings or community meetings

- Participant stipends for the Cooper Mountain Committee; Unite Oregon is not including these in our project budget because we will not be involved in the trainings. Please note we highly recommend stipends at a minimum of $40/ meeting to maximize retention.
- Any child care related costs beyond what is included in the contract budget, if needed

Unite Oregon will assume full responsibility for the following:

- Funding participant stipends for the Housing Leadership Cohort members @$40/ person/ meeting or briefing
- Coordinating and funding child care for all trainings, briefings, and meetings, based on the contract budget limits
- Providing guidance on culturally appropriate outreach techniques
- Photography

Unite Oregon and City of Beaverton will co- lead, co- develop and/or share the following work items:

- Training agendas
- Materials preparation
- Recruitment of outside speakers
- Development of public engagement strategies for each project
- Co- facilitation of each Housing Leadership Cohort and Community meeting or briefing
- Set up and clean up for all meetings and trainings
- Note taking during meetings

Changes from the RFP

- We have reduced the number of Housing Leadership Cohort trainings and briefings to a total of 6, 2 hour meetings in Year 1. We have many years experience hosting leadership cohorts and we believe that 6 meetings is the absolute maximum that can be conducted in Year 1 without overwhelming and burning out cohort members. In addition, in order to make evening meetings possible and ensure the trainings do not overwhelm people, we recommend trainings be conducted within a 2 hour period or less; and that any briefings be incorporated into the trainings. Otherwise, we would run the risk of having a high attrition rate for this cohort, reducing the effectiveness of the program.
- If any cohort member(s) is unable to participate in either the Housing Leadership Cohort or Cooper Mountain Committee for the duration of the contract, Unite Oregon will be happy to negotiate a new, separate agreement with the City of Beaverton to recruit and onboard new community members on an annual basis. Note: Retention is tricky, especially for multi-year cohorts, and can be a reflection of the heaviness of the content, approach to curriculum, and ability to maintain participant interest. In addition, the process to successfully recruit and onboard a new participant can take many dozens of hours, and there is not enough capacity to take this additional work on as part of this project, especially without being able to reasonably anticipate turnover rates.
- Since we are not co- leading the Cooper Mountain Committee work, we do not feel comfortable managing recruitment for this committee as we have no way of knowing what the work will look

like, or whether the curriculum will be implemented in a culturally competent manner. We only take on full responsibility for cohort recruitment to committees or forums in which we plan to be intimately engaged during implementation. Therefore, we can only commit to supporting recruitment efforts by sending information about this Committee out to our networks.

- Similarly, we do not feel comfortable supporting the Cooper Mountain Committee members to create and distribute surveys to fellow community members. In order to successfully engage with the Cooper Mountain Committee, we must engage in ongoing relationship building with the Committee members. This deliverable feels transactional as opposed to fostering deeper, meaningful relationships with our community, and we don't feel we can be successful implementing it.
- We are drastically reducing the number of Community Meetings under Tasks 5, 8, and 11. First, we recommend providing multilingual community meetings as opposed to segregating community members by language or cultural identity, as in our experience cross-cultural connections are an integral part of successfully organizing immigrant and refugee communities. Second, the timetable in the RFP is not reflective of the time it takes to make connections to diverse community members and engage them in decision making on various policy topics, and therefore recommend conducting no more than 4 multilingual community meetings in Year 1. We want this project to be a success, rather than simply an exercise in "checking a box" with respect to community engagement; as such, we must prioritize authentic, meaningful organizing as opposed to transactional relationships in the guise of "community engagement." We do anticipate some additional capacity for more community meetings in Year 2 and Year 3, especially if we are able to build longer-term relationships with cohort members and our grassroots communities. Finally, we want to note that each Community Meeting should be scaled to a 2 hour event to ensure we do not overload community members with content, and to maximize full participation.
    - Please note that we would be interested in exploring alternative forms of community engagement in partnership with the City of Beaverton once we have a stronger understanding of the content and the type of input you hope to receive from community members.
- Collection of demographic information: Please note that while we do typically work to collect demographic information of community members who participate in our community meetings, we do make it a requirement to participate. We do collect this information from our cohort participants and would be happy to do this for the Housing Leadership Cohort.

Housing Leadership Cohort Curriculum Development

Agendas and curricula for trainings and briefings shall be designed collaboratively between Unite Oregon and the City of Beaverton. Working together, the team will review potential workshop topics and focus the training events on curriculum pieces that expose participants to the most needed information, while considering how these workshops build upon one another over the course of the trainings.

Unite Oregon always encourages the use of a popular education training model to introduce subject matter to participants, as we have found this to be the most effective type of training for diverse groups. Popular education is an approach to instruction where participants engage each other and the

educator as co-learners to critically reflect on the issues in their community and then take action to change them.

To ensure program sustainability and broaden its breadth and reach, we recommend the City provide each participant a binder of curriculum and trainer instructions, as well as city resource materials, so that they may train and engage others in their community. Some participants may find it useful to have some of the materials available in other languages.

Committee Meetings

Agendas and meeting format should be designed collaboratively between Unite Oregon and the City of Beaverton. Working together, the team will review potential topics and ensure the trainings are digestible to the intended audience and that outcomes for each meeting are reasonable and achievable.

WORK PLAN

YEAR 1

January- April 2020

Activities:

- Co- create Scope of Work with City of Beaverton staff
- Hire a new Unite Oregon Washington County Organizer
- Complete outreach and recruitment effort for Housing Leadership Cohort:
    - Develop multilingual publicity material
    - Develop and implement outreach & recruitment strategy (flyering, phonebanking, Unite Oregon leadership council engagement, tabling, e-blast, canvassing etc.)
    - Recruit 8-10 viable applications to the Housing Leadership Cohort
    - Assess & adjust recruitment strategies based on culturally specific needs
    - Select 8 participants from diverse backgrounds (countries of origin, age, educational level/ class status, sexual orientation, and gender expression)
- Share information about the Cooper Mountain Committee opportunity with our networks (Unite Oregon leadership council engagement, social media, e-blast)
- Finalize planning of the training, logistics and curriculum, and training schedule

Methodology:

- *Scope of Work and Curriculum Development.* We will co- develop the Scope of Work and Housing Leadership Cohort curriculum with City of Beaverton staff, meeting in person or by phone as needed. Curriculum development will lean, whenever possible, on existing curriculum from Unite Oregon's other affordable housing cohort. We will partner with City of Beaverton to ensure key training and workshop materials are translated into participant's preferred languages. We will also help reach out to partner organizations for specific workshop/ presentation needs.
- *Hiring new Unite Oregon staff.* Unite Oregon will launch an internal hiring process to hire a new Washington County Organizer, making every effort to hire community members with organizing skills, existing community connections and knowledge of affordable housing issues.
- *Housing Leadership Cohort outreach and recruitment.* We will use multi-lingual materials for all of our outreach and recruitment efforts, and rely on our deep relationships in the Beaverton

community to ensure we recruit a broad range of qualified applicants. We will leverage our Washington County Leadership Council and BOLD program graduates to support our outreach efforts. Recruitment will include flyering at more than 20 community hubs (small businesses, churches, local community- based nonprofits, and community centers); tabling at multiple community events; phone banking; and door-to-door canvassing as needed. To make cohort selections, we will conduct interviews and will request City of Beaverton provide interpreters as needed.

- *Cooper Mountain Committee outreach.* We will use any materials provided by City of Beaverton to share with our networks via e-blast, social media, and with support from our Washington County Leadership Council.

Outputs:

- Year 1 Project Scope completed by February 2020
- New Unite Oregon Washington County Organizer hired by end of February 2020
- Small report summarizing outreach efforts for the Cooper Mountain Committee, and outreach and recruitment efforts for the Housing Leadership Cohort, provided in February, March, and April (can be an email)
- New cohort of 8 immigrant, refugee, people of color Beaverton community members selected to participate in the Housing Leadership Cohort by end of April 2020
- Housing Leadership Cohort curriculum developed; meeting location, language access, food and child care needs are assessed during the recruitment process, and responded to

Key Unite Oregon Team Members: Cristina Palacios (lead, transitioning to oversight role after WA County Organizer is hired), Washington County Organizer (lead), Sushma Raghavan, Kayse Jama, Ty Schwoefferman, Muwafaq Alkattan

<u>May - August 2020</u>

Activities:

- Prep Housing Leadership Cohort trainings and briefings:
    - Co- create agendas and help guide development of training and briefing materials
    - Coordinate Childcare
    - Help organize training logistics
    - On-going relationship building with participants
    - Co- facilitate a maximum of 3 Housing Leadership Cohort Trainings, with 1 Cohort Briefing (topic TBD) incorporated into one of the Trainings (3 meetings total)
    - Conduct Evaluations & debrief all the training in order to assess and tailor program to meet the needs of participants
- Outreach and recruit 20-25 community members to 2 multilingual Community Meetings (topic TBD)
    - Co - create agendas and help guide development of meeting materials
    - Conduct outreach
    - Coordinate Childcare
    - Help organize training logistics

- Co- facilitate meetings
- Conduct evaluations and debrief meetings in order to assess value and overall success and tailor improvements to future meetings

Methodology:

Housing Leadership Cohort Trainings and Briefings. Our goal will be to make it as easy and seamless as possible for community members to attend trainings and community meetings. To maximize participation in the Cohort meetings, we will fund each participant at $40/ person for each meeting attended; limit meetings to 2 hours max; invest in early and frequent reminder calls and emails prior to each meeting-- note we may request City of Beaverton support us to hire interpreters to conduct phone calls in different languages. Whenever possible, materials from key workshops, evaluations and surveys should be translated into participant's preferred languages. We will continue to encourage use of a strengths- based, popular education approach to Housing Cohort Leadership programming to ensure participants graduate from the program empowered and with a strong understanding of their own value. Please note that historically, August is a difficult month to successfully host community meetings or cohort trainings, and we recommend minimizing community activities that month if possible.

Community Meetings. To maximize participation in the community meetings, we will encourage limiting community meetings to 2 hours; use multilingual materials for all of our outreach and recruitment efforts, and rely on our deep relationships in the Beaverton community to ensure we recruit a broad range of qualified applicants. We will leverage the Housing Leadership Cohort, Washington County Leadership Council, and BOLD program graduates to support our outreach efforts. Recruitment will include flyering at more than 20 community hubs (small businesses, churches, local community- based nonprofits, schools, social service agencies and community centers); tabling at multiple community events; phone banking; and door-to-door canvassing as needed

Outputs:

- Meeting agendas and sign in sheets for all cohort trainings and community meetings
- Summaries of trainings and community meeting outcomes
- Cohort training Evaluations: Curriculum and training sessions evaluated -- either in group sessions or through surveys completed individually by participants -- gathered to gain input on the effectiveness of each.
- Community meeting Evaluation: Evaluations-- either in group sessions or through surveys completed individually by participants --gathered to gain input on the effectiveness of each

Key Unite Oregon Team Members: Washington County Organizer (lead), Cristina Palacios, Ty Schwoefferman, Muwafaq Alkattan

<u>September- December 2020</u>

Activities:

- Conduct a maximum of 3 Housing Leadership Cohort Trainings, with up to 2 Cohort Briefings (topic TBD) incorporated into the Trainings (3 meetings total)
    - Coordinate Childcare needs
    - Organize training logistics
    - On-going relationship building with participants
    - Conduct Evaluations & debrief all the training in order to assess and tailor program to meet the needs of participants
- Outreach and recruit 20-25 community members to 2 multilingual Community Meetings (topic TBD)

Methodology:

Housing Leadership Cohort Trainings and Briefings. Our goal will be to make it as easy and seamless as possible for community members to attend trainings and community meetings. To maximize participation in the Cohort meetings, we will fund each participant at $40/ person for each meeting attended; limit meetings to 2 hours max; invest in early and frequent reminder calls and emails prior to each meeting-- note we may request City of Beaverton support us to hire interpreters to conduct phone calls in different languages. Whenever possible, materials from key workshops, evaluations and surveys should be translated into participant's preferred languages. We will continue to encourage use of a strengths- based, popular education approach to Housing Cohort Leadership programming to ensure participants graduate from the program empowered and with a strong understanding of their own value.

Community Meetings. To maximize participation in the community meetings, we will encourage limiting community meetings to 2 hours; use multilingual materials for all of our outreach and recruitment efforts, and rely on our deep relationships in the Beaverton community to ensure we recruit a broad range of qualified applicants. We will leverage the Housing Leadership Cohort, Washington County Leadership Council, and BOLD program graduates to support our outreach efforts. Recruitment will include flyering at more than 20 community hubs (small businesses, churches, local community- based nonprofits, schools, social service agencies and community centers); tabling at multiple community events; phone banking; and door-to-door canvassing as needed

Outputs:

- Meeting agendas and sign in sheets for all cohort trainings and community meetings
- Summaries of trainings and community meeting outcomes
- Cohort training Evaluations: Curriculum and training sessions evaluated -- either in group sessions or through surveys completed individually by participants -- gathered to gain input on the effectiveness of each.
- Community meeting Evaluation: Evaluations-- either in group sessions or through surveys completed individually by participants --gathered to gain input on the effectiveness of each

Key Unite Oregon Team Members: Washington County Organizer (lead), Cristina Palacios, Ty Schwoefferman, Muwafaq Alkattan

YEAR 2

January - April 2021

Activities:

- Co- create Year 2 Scope of Work, Schedule, and updated contract with City of Beaverton staff
- Prep Housing Leadership Cohort briefings:
    - Co- create agendas and help guide development of briefing materials
    - Coordinate Childcare
    - Help organize training logistics
    - On-going relationship building with participants
    - Co-facilitate a maximum of 2 Housing Leadership Cohort Briefings (topic TBD)
    - Conduct Evaluations & debrief briefings in order to assess and tailor program to meet the needs of participants
- Recruit 20-25 community members to 2 multilingual Community Meetings (topic TBD)
    - Co - create agendas and help guide development of meeting materials
    - Conduct outreach
    - Coordinate Childcare
    - Help organize training logistics
    - Co- facilitate meetings
    - Conduct evaluations and debrief meetings in order to assess value and overall success and tailor improvements to future meetings

Methodology:

- *Scope of Work and Schedule.* We will co- develop the Year 2 Scope of Work and Housing Leadership Cohort and Community meeting Schedule with City of Beaverton staff, meeting in person or by phone as needed. We recommend reviewing Year 1 lessons learned for opportunities for improvements in Year 2.
- *Housing Leadership Cohort Briefings.* Our goal will be to make it as easy and seamless as possible for community members to attend briefings and community meetings. To maximize participation in the Cohort meetings, we will fund each participant at $40/ person for each meeting attended; limit meetings to 2 hours max; invest in early and frequent reminder calls and emails prior to each meeting-- note we may request City of Beaverton support us to hire interpreters to conduct phone calls in different languages. Whenever possible, materials from key workshops, evaluations and surveys should be translated into participant's preferred languages. We will continue to encourage use of a strengths- based, popular education approach to Housing Cohort Leadership programming to ensure participants graduate from the program empowered and with a strong understanding of their own value.
- *Community Meetings.* To maximize participation in the community meetings, we will encourage limiting community meetings to 2 hours; use multilingual materials for all of our outreach and recruitment efforts, and rely on our deep relationships in the Beaverton community to ensure we recruit a broad range of qualified applicants. We will leverage the Housing Leadership

Cohort, Washington County Leadership Council, and BOLD program graduates to support our outreach efforts. Recruitment will include flyering at more than 20 community hubs (small businesses, churches, local community- based nonprofits, schools, social service agencies and community centers); tabling at multiple community events; phone banking; and door-to-door canvassing as needed.

Outputs:

- Year 2 Project Scope completed by February 2021
- Updated contract signed by both parties by February 2021
- Meeting agendas and sign in sheets for all cohort briefings and community meetings
- Summaries of trainings and community meeting outcomes
- Cohort training Evaluations: Curriculum and training sessions evaluated -- either in group sessions or through surveys completed individually by participants -- gathered to gain input on the effectiveness of each.
- Community meeting Evaluation: Evaluations-- either in group sessions or through surveys completed individually by participants --gathered to gain input on the effectiveness of each

Key Unite Oregon Team Members: Washington County Organizer (lead), Cristina Palacios, Ty Schwoefferman, Muwafaq Alkattan, Sushma Raghavan, Kayse Jama

<u>May- August 2021</u>

Activities:

- Prep Housing Leadership Cohort briefings:
  - Co- create agendas and help guide development of briefing materials
  - Coordinate Childcare
  - Help organize training logistics
  - On-going relationship building with participants
  - Co-facilitate a maximum of 1 Housing Leadership Cohort Briefings (topic TBD)
  - Conduct Evaluations & debrief briefings in order to assess and tailor program to meet the needs of participants
- Recruit 20-25 community members to 2 multilingual Community Meetings (topic TBD)
  - Co - create agendas and help guide development of meeting materials
  - Conduct outreach
  - Coordinate Childcare
  - Help organize training logistics
  - Co- facilitate meetings
  - Conduct evaluations and debrief meetings in order to assess value and overall success and tailor improvements to future meetings

Methodology:

- *Housing Leadership Cohort Briefing.* Our goal will be to make it as easy and seamless as possible for community members to attend briefings and community meetings. To maximize participation in the Cohort meetings, we will fund each participant at $40/ person for each meeting attended; limit meetings to 2 hours max; invest in early and frequent reminder calls and emails prior to each meeting-- note we may request City of Beaverton support us to hire interpreters to conduct phone calls in different languages. Whenever possible, materials from key workshops, evaluations and surveys should be translated into participant's preferred languages. We will continue to encourage use of a strengths- based, popular education approach to Housing Cohort Leadership programming to ensure participants graduate from the program empowered and with a strong understanding of their own value. Please note that historically, August is a difficult month to successfully host community meetings or cohort trainings, and we recommend minimizing community activities that month if possible.
- *Community Meetings.* To maximize participation in the community meetings, we will encourage limiting community meetings to 2 hours; use multilingual materials for all of our outreach and recruitment efforts, and rely on our deep relationships in the Beaverton community to ensure we recruit a broad range of qualified applicants. We will leverage the Housing Leadership Cohort, Washington County Leadership Council, and BOLD program graduates to support our outreach efforts. Recruitment will include flyering at more than 20 community hubs (small businesses, churches, local community- based nonprofits, schools, social service agencies and community centers); tabling at multiple community events; phone banking; and door-to-door canvassing as needed.

Outputs:

- Meeting agendas and sign in sheets for all cohort briefings and community meetings
- Summaries of trainings and community meeting outcomes
- Cohort training Evaluations: Curriculum and training sessions evaluated -- either in group sessions or through surveys completed individually by participants -- gathered to gain input on the effectiveness of each.
- Community meeting Evaluation: Evaluations-- either in group sessions or through surveys completed individually by participants --gathered to gain input on the effectiveness of each

Key Unite Oregon Team Members: Washington County Organizer (lead), Cristina Palacios, Ty Schwoefferman, Muwafaq Alkattan

<u>September- December 2021</u>

Activities:

- Prep Housing Leadership Cohort briefings:
    - Co- create agendas and help guide development of briefing materials
    - Coordinate Childcare
    - Help organize training logistics
    - On-going relationship building with participants

- Co-facilitate a maximum of 1 Housing Leadership Cohort Briefings (topic TBD)
- Conduct Evaluations & debrief briefings in order to assess and tailor program to meet the needs of participants

- Recruit 20-25 community members to 2 multilingual Community Meetings (topic TBD)
  - Co - create agendas and help guide development of meeting materials
  - Conduct outreach
  - Coordinate Childcare
  - Help organize training logistics
  - Co- facilitate meetings
  - Conduct evaluations and debrief meetings in order to assess value and overall success and tailor improvements to future meetings

Methodology:

- *Housing Leadership Cohort Briefing.* Our goal will be to make it as easy and seamless as possible for community members to attend briefings and community meetings. To maximize participation in the Cohort meetings, we will fund each participant at $40/ person for each meeting attended; limit meetings to 2 hours max; invest in early and frequent reminder calls and emails prior to each meeting-- note we may request City of Beaverton support us to hire interpreters to conduct phone calls in different languages. Whenever possible, materials from key workshops, evaluations and surveys should be translated into participant's preferred languages. We will continue to encourage use of a strengths- based, popular education approach to Housing Cohort Leadership programming to ensure participants graduate from the program empowered and with a strong understanding of their own value. Please note that historically, August is a difficult month to successfully host community meetings or cohort trainings, and we recommend minimizing community activities that month if possible.
- *Community Meetings.* To maximize participation in the community meetings, we will encourage limiting community meetings to 2 hours; use multilingual materials for all of our outreach and recruitment efforts, and rely on our deep relationships in the Beaverton community to ensure we recruit a broad range of qualified applicants. We will leverage the Housing Leadership Cohort, Washington County Leadership Council, and BOLD program graduates to support our outreach efforts. Recruitment will include flyering at more than 20 community hubs (small businesses, churches, local community- based nonprofits, schools, social service agencies and community centers); tabling at multiple community events; phone banking; and door-to-door canvassing as needed.

Outputs:

- Meeting agendas and sign in sheets for all cohort briefings and community meetings
- Summaries of trainings and community meeting outcomes
- Cohort training Evaluations: Curriculum and training sessions evaluated -- either in group sessions or through surveys completed individually by participants -- gathered to gain input on the effectiveness of each.
- Community meeting Evaluation: Evaluations-- either in group sessions or through surveys completed individually by participants --gathered to gain input on the effectiveness of each

Key Unite Oregon Team Members: Washington County Organizer (lead), Cristina Palacios, Ty Schwoefferman, Muwafaq Alkattan

YEAR 3

January- April 2022

Activities:

- Co- create Year 3 Scope of Work, Schedule, and updated contract with City of Beaverton staff
- Prep Housing Leadership Cohort briefing:
    - Co- create agendas and help guide development of briefing materials
    - Coordinate Childcare
    - Help organize training logistics
    - On-going relationship building with participants
    - Co-facilitate 1 Housing Leadership Cohort Briefings (topic TBD)
    - Conduct Evaluations & debrief briefings in order to assess and tailor program to meet the needs of participants
- Recruit 20-25 community members to 2 multilingual Community Meetings (topic TBD)
    - Co - create agendas and help guide development of meeting materials
    - Conduct outreach
    - Coordinate Childcare
    - Help organize training logistics
    - Co- facilitate meetings
    - Conduct evaluations and debrief meetings in order to assess value and overall success and tailor improvements to future meetings

Methodology:

- *Scope of Work and Schedule.* We will co- develop the Year 3 Scope of Work and Housing Leadership Cohort and Community meeting Schedule with City of Beaverton staff, meeting in person or by phone as needed. We recommend reviewing Year 1 and 2 lessons learned for opportunities for improvements in Year 3.
- *Housing Leadership Cohort Briefings.* Our goal will be to make it as easy and seamless as possible for community members to attend briefings and community meetings. To maximize participation in the Cohort meetings, we will fund each participant at $40/ person for each meeting attended; limit meetings to 2 hours max; invest in early and frequent reminder calls and emails prior to each meeting-- note we may request City of Beaverton support us to hire interpreters to conduct phone calls in different languages. Whenever possible, materials from key workshops, evaluations and surveys should be translated into participant's preferred languages. We will continue to encourage use of a strengths- based, popular education approach to Housing Cohort Leadership programming to ensure participants graduate from the program empowered and with a strong understanding of their own value.
- *Community Meetings.* To maximize participation in the community meetings, we will encourage limiting community meetings to 2 hours; use multilingual materials for all of our outreach and

recruitment efforts, and rely on our deep relationships in the Beaverton community to ensure we recruit a broad range of qualified applicants. We will leverage the Housing Leadership Cohort, Washington County Leadership Council, and BOLD program graduates to support our outreach efforts. Recruitment will include flyering at more than 20 community hubs (small businesses, churches, local community- based nonprofits, schools, social service agencies and community centers); tabling at multiple community events; phone banking; and door-to-door canvassing as needed.

Outputs:

- Year 3 Project Scope completed by February 2022
- Updated contract signed by both parties by February 2022
- Meeting agendas and sign in sheets for all cohort briefings and community meetings
- Summaries of trainings and community meeting outcomes
- Cohort training Evaluations: Curriculum and training sessions evaluated -- either in group sessions or through surveys completed individually by participants -- gathered to gain input on the effectiveness of each.
- Community meeting Evaluation: Evaluations-- either in group sessions or through surveys completed individually by participants --gathered to gain input on the effectiveness of each

Key Unite Oregon Team Members: Washington County Organizer (lead), Cristina Palacios, Ty Schwoefferman, Muwafaq Alkattan, Sushma Raghavan, Kayse Jama

<u>May- August 2022</u>

Activities:

- Recruit 20-25 community members to 2 multilingual Community Meetings (topic TBD)
    - Co - create agendas and help guide development of meeting materials
    - Conduct outreach
    - Coordinate Childcare
    - Help organize training logistics
    - Co- facilitate meetings
    - Conduct evaluations and debrief meetings in order to assess value and overall success and tailor improvements to future meetings

Methodology:

- *Community Meetings.* To maximize participation in the community meetings, we will encourage limiting community meetings to 2 hours; use multilingual materials for all of our outreach and recruitment efforts, and rely on our deep relationships in the Beaverton community to ensure we recruit a broad range of qualified applicants. We will leverage the Housing Leadership Cohort, Washington County Leadership Council, and BOLD program graduates to support our outreach efforts. Recruitment will include flyering at more than 20 community hubs (small

businesses, churches, local community- based nonprofits, schools, social service agencies and community centers); tabling at multiple community events; phone banking; and door-to-door canvassing as needed.

Outputs:

- Meeting agendas and sign in sheets for all community meetings
- Summaries of trainings and community meeting outcomes
- Community meeting Evaluation: Evaluations-- either in group sessions or through surveys completed individually by participants --gathered to gain input on the effectiveness of each

Key Unite Oregon Team Members: Washington County Organizer (lead), Cristina Palacios, Ty Schwoefferman, Muwafaq Alkattan

<u>September- December 2022</u>

Activities:

- Prep Housing Leadership Cohort briefings:
  - Co- create agendas and help guide development of briefing materials
  - Coordinate Childcare
  - Help organize training logistics
  - On-going relationship building with participants
  - Co-facilitate a maximum of 1 Housing Leadership Cohort Briefings (topic TBD)
  - Conduct Evaluations & debrief briefings in order to assess and tailor program to meet the needs of participants
- Connect Housing Leadership Cohort to additional opportunities for civic engagement
- Recruit 20-25 community members to 2 multilingual Community Meetings (topic TBD)
  - Co - create agendas and help guide development of meeting materials
  - Conduct outreach
  - Coordinate Childcare
  - Help organize training logistics
  - Co- facilitate meetings
  - Conduct evaluations and debrief meetings in order to assess value and overall success and tailor improvements to future meetings

Methodology:

- *Housing Leadership Cohort Briefing.* Our goal will be to make it as easy and seamless as possible for community members to attend briefings and community meetings. To maximize participation in the Cohort meetings, we will fund each participant at $40/ person for each meeting attended; limit meetings to 2 hours max; invest in early and frequent reminder calls and emails prior to each meeting-- note we may request City of Beaverton support us to hire interpreters to conduct phone calls in different languages. Whenever possible, materials from key workshops, evaluations and surveys should be translated into participant's preferred languages. We will continue to encourage use of a strengths- based, popular education

approach to Housing Cohort Leadership programming to ensure participants graduate from the program empowered and with a strong understanding of their own value. Please note that historically, August is a difficult month to successfully host community meetings or cohort trainings, and we recommend minimizing community activities that month if possible.

- *Community Meetings.* To maximize participation in the community meetings, we will encourage limiting community meetings to 2 hours; use multilingual materials for all of our outreach and recruitment efforts, and rely on our deep relationships in the Beaverton community to ensure we recruit a broad range of qualified applicants. We will leverage the Housing Leadership Cohort, Washington County Leadership Council, and BOLD program graduates to support our outreach efforts. Recruitment will include flyering at more than 20 community hubs (small businesses, churches, local community- based nonprofits, schools, social service agencies and community centers); tabling at multiple community events; phone banking; and door-to-door canvassing as needed.
- *Connecting Cohort to ongoing civic engagement:* Prior to concluding the 3 year cohort, Unite Oregon and City of Beaverton staff will meet with program participants to gauge their interest in post- program community, civic, and leadership engagement opportunities. We will work with City staff to determine and align skills and interests with city and community leadership opportunities, and will provide individualized support to each cohort graduate who has an interest in pursuing a leadership position

Outputs:

- Meeting agendas and sign in sheets for all cohort briefings and community meetings
- Summaries of trainings and community meeting outcomes
- Cohort training Evaluations: Curriculum and training sessions evaluated -- either in group sessions or through surveys completed individually by participants -- gathered to gain input on the effectiveness of each.
- Community meeting Evaluation: Evaluations-- either in group sessions or through surveys completed individually by participants --gathered to gain input on the effectiveness of each
- 2-4 individuals participating in the Cohort will join or be appointed to boards, commissions, advisory or stakeholder groups in City of Beaverton

Key Unite Oregon Team Members: Washington County Organizer (lead), Cristina Palacios, Ty Schwoefferman, Muwafaq Alkattan

4.3.3. Relevant Experience and References

Relevant Experience

In addition to our 7 year history co- leading a successful leadership development program in partnership with City of Beaverton, Unite Oregon has rapidly grown its affordable housing organizing work over the past 2 years. A large metro area in Northern Oregon is about to experience major changes as part of the SW Corridor Project, which seeks to bring a new MAX line and new development to SW Portland, Tigard, and Tualatin. But with that new development comes a major risk of gentrification and displacement of the working-class folks who live in that area.

Unite Oregon has been organizing residents of the SW Corridor to better understand the changes that are coming to their neighborhoods and to demand that new development serve the people who already live there. We have organized community on this issue and others through focus groups, community forums, one-on-one trainings, and leadership development cohorts, focused specifically on affordable housing work. Some of the standard trainings we are using to support members to empower themselves have included affordable housing, testimony 101, renters rights, environmental justice, and the budgeting process, among others. As a result, may of our leadership program participants, armed with new knowledge and desire to have their voices heard, have started joining advisory committees in their cities and becoming more involved in their communities to ensure their voices are heard. At the same time, participants have been busy telling their family, neighbors, and friends know about the potential Max line and how they can get involved.

Some recent highlights of our work include:

SW Corridor MAX Line Organizing: From 2017-18, Unite Oregon partnered with several other CBOs to educate, connect, and organize immigrant, refugee and people of color and low-income communities residing along the proposed MAX line development project in the SW Corridor. Our goal was to increase participation and decision making power in historically disenfranchised communities in current and future urban planning endeavors. We organized tenants rights workshops, Fair Housing law workshops, and workshops on the intersections of transit development and affordable housing, integrating each with community listening sessions. Our initial community meeting included 10 resident participants; our last meeting hosted more than 50 community members speaking four different languages! SW Corridor residents attending these meetings also learned how best to put their concerns around development into testimony and put their new skills into action by directly testifying to elected decision-makers.

Over the course of these meetings, Unite Oregon documented community- identified concerns and solutions for preventing displacement from their homes. This resulted in a 7 page community letter, with residents voting on which issues to include. The letter was translated into Spanish and Arabic and was signed by 66 residents and supporters. It has served as an advocacy tool to guide residents' testimony to Tigard and Metro officials, who have in turn sent letters in response, and incorporated many of the recommendations of the letter into their MAX line transportation planning.

SW Equitable Development Leadership Training Cohort: Unite Oregon partnered with a youth- based nonprofit to co- create and lead an intergenerational cohort of eleven adults and eight youth who identify as immigrants, refugees and people of color, and who reside along the SW Corridor. Over the course of this one year project, Unite Oregon trained the cohort around the impending transportation project and potential outcomes, empowering community members to advocate alongside their communities for community preservation; for minimizing negative impacts of new development; to stay in place in the advent of this major transportation project; and by creating opportunities to advocate for and secure more affordable housing. In fact, several cohort members participated in our Lobby Day and advocated to support SB 608, Stable Homes for Oregon Families, which establishes a statewide rent stabilization policy, preventing rent spikes and no- cause evictions. The bill passed, and now Oregon has the strongest rent protections in the country.

Housing Justice in the City of Portland's SW Corridor: Unite Oregon separately partnered with the City of Tigard and City of Portland to coordinate engagement and organizing of diverse, low-income residents around anti- displacement strategies in the Southwest Corridor and land use planning in West Portland, engaging close to 150 diverse community members through focus groups, community meetings, walking tours, and through engagement on oversight committees.

Washington County Housing Advocates Leadership Program: Unite has launched a new, no-cost leadership program in Washington County focused on affordable housing that aims to help participants explore how to be advocates and organizer communities around housing issues, while also providing concrete skills development such as serving on board and committees and providing public testimony. Our outreach efforts easily elicited 32 applications, which was double the amount of spaces available for the cohort.

Metro's Affordable Housing Bond; Engaging Clackamas County community: Unite Oregon reached over 100 community members in Clackamas County to help ensure that local residents - especially people of color, immigrants, and refugees - understand the Metro Housing Bond timeline and process, and to solicit feedback about community members' needs and challenges with respect to finding and remaining in affordable, accessible housing.

Unite Oregon is fully committed to expanding our organizing and community engagement work in Beaverton. Our staff and Board, our members and leaders, and the many community- based partners we work with on an ongoing basis will continue to be leveraged to ensure project success. In addition, after many years of co-leading BOLD and several other leadership development programs at Unite Oregon, we believe we have the experience, background, and knowledge, and deep community connections to support the City of Beaverton to implement the many elements in this proposal. In addition, we feel our organizing team is the strongest it's ever been, and Unite Oregon has become adept at delivering exceptional services on incredibly tight timelines.

References

1) **Name:** Piyawee Ruenjinda
   Community involvement: Member of Unite Oregon Leadership Council, Washington County Chapter
   Email address: piyawee.ruenjinda@gmail.com
   Phone number: 971-347-7285
   Service provided: Graduated from BOLD in 2018; current Unite Oregon Leadership CouncilMember
   *Note: Piyawee will be out of the country for part of December 2019

2) **Name:** Kenny Asher
   Company: Director of Community Development, City of Tigard
   Email: KennyA@tigard-or.gov
   Phone: 503-718-2443
   Service provided: Unite Oregon has partnered with City of Tigard, and specifically Kenny's department, to provide community engagement, outreach, and leadership training to immigrant, refugee, and people of color Tigard community members since 2017

3) **Name:** Brian Harper
   Company: Senior Regional Planner, Planning and Development Department, Metro
   Email: Brian.Harper@oregonmetro.gov
   Phone: 503-797-1833

Service provided: Unite Oregon has partnered with Metro on multiple community engagement projects, most recently related to organizing and training a diverse intergenerational cohort of community members around affordable housing and the consequences of transit oriented development in anticipation of the MAX Line along the SW Corridor.

4.3.4 Beaverton Equity Procurement Program

Unite Oregon is nonprofit, and therefore ineligible to receive COBID status. However, our organizing is framed through a racial justice lens, so first-generation immigrants and refugees, particularly those of color, are the primary constituency of our organization and focus of all our work. As a nonprofit, we rarely, if ever, have the resources to hire an outside firm, and have not had the opportunity to do so in the past year. Indeed, we feel that this question places an unfair burden on nonprofit organizations like Unite Oregon, because it gives us essentially no way to gain points under this evaluation criterion. We urge the City of Beaverton to rethink this question for nonprofit applicants in the future, as it is currently exclusionary for organizations like ours, despite the fact that our model places resources into the hands of small and emerging community-centered businesses, which is indeed the goal of equitable contracting practices like COBID certification through the State of Oregon. There are other ways to ensure that our communities are able to access contracting opportunities than an onerous, business-oriented certification, especially when such certification effectively penalizes a community-based, grassroots group such as ours.

On the rare occasion that Unite Oregon sub-contracts or hires outside contractors to support our work, they are always representative of the communities we work to serve: immigrants, refugees, and people of color. For example, when we order food for meetings, we as much as possible order from small, immigrant and refugee owned businesses and representatives of various cultures of the group.

We also rely on a wide range of language interpreters to provide document translation and simultaneous interpretation during our meetings. We do not contract directly with any agency; instead we seek out self- employed interpreters depending on language needs, which will vary depending on the community members who apply and are accepted into the Housing Leadership Cohort and Cooper Mountain Committee, or who attend community meetings. While the interpreters we employ are not typically COBID- certified, we do always employ interpreters who are native language speakers and representative of the communities we serve. We also have found that availability, skillset, and comfort level of interpreters to interpret on specific topic areas is rather fluid; which means we do not consistently contract with any interpreters.

In any case, Unite Oregon is not expecting to be responsible for contracting interpreters or obtaining food for any aspect of this project, so we do not expect to be able to meet any COBID participation goal for this project.

4.3.5 Contract Price

Year 1 Budget

Wages and Benefits			
Cristina Palacios, Statewide Housing Director @.2 FTE for 3 months; dropping down to .1FTE for 9 months	$9,800	$0	$9,800
Washington County Organizer @1 FTE for 10 months	$56,000	$0	$56,000
Ty Shwoefferman, Lead Organizer, Northern Oregon @.05FTE	$3,200	$2,200	$1,000
Sushma Raghavan, Field Director @.05FTE	$4,000	$3,000	$1,000
Kayse Jama, Executive Director @.05FTE	$1,000	$1,000	$0
Muwafaq Alkattan, Washington County Organizer for 15 hours/ month @$20/ hour 65 hours	$3,600	$0	$3,600
Meeting Costs			
Child care costs for 2- hour Cohort meetings @$140/meeting	$840	$0	$840
Child care costs for 2- hour Community meetings @$210/meeting	$840	$0	$840
Housing Leadership Cohort Stipends @$40/person/ meeting	$1,920	$0	$1,920
Administrative Overhead @15%	$12,180	$12,180	$0
TOTAL	**$93,380**	**$18,380**	**$75,000**

Wages. Most Unite Oregon staff are not hourly employees. With the exception of our Muwafaq Alkattan, part-time Washington County Organizer, all are salaried, full-time employees with benefits. Benefits and payroll taxes are rolled into the costs.

This cost structure allocates the majority of wages toward the new Washington County Organizer we will hire to manage this project. We anticipate having this person in place by March 1, 2020. Cristina Palacios, Housing Director, will serve as the main liaison to City of Beaverton for the first 3 months of

the project, and will be given capacity to transition the project to the new hire in March 2020. After that, she will reduce her capacity to .1FTE for the remainder of Year 1.

The Washington County Organizer will be supported throughout the project by 2 Unite Oregon organizers, and will report to the Field Director. Both the Field Director and Executive Director will provide management support to the project.

Meeting Costs. We anticipate covering the cost of child care for all Housing Leadership Cohort trainings and briefings. These meetings are smaller and we are budgeting $70/hour for each training, or $140/ training, totaling $840 for 6 trainings. We also anticipate having more robust child care needs for the larger community meetings, and are budgeting $210 in child care costs for each of the 4 meetings, totaling $840 for 4 community meetings.

We will stipend Housing Leadership Cohort members at $40/meeting/person. If the Housing Leadership Cohort meets 6 times in Year 1 and all 8 participants attend all 8 meetings, the total cost is $1,920.

Unmet costs. We estimate a viable project budget to be $93,380. The unmet project costs are estimated at $18,380.

SECTION 7: SIGNATURE PAGE

[FILL OUT AND SUBMIT THIS PAGE WITH YOUR PROPOSAL]

This page must be signed with the full name and address of the Proposer submitting the response; if a partnership, by a member of the firm with the name and address of each member; if a corporation, by an authorized officer thereof in the corporate name.

The undersigned verifies that he/she is a duly authorized officer of the company, and that his/her signature attests that information provided in response to this Request for Proposal Solicitation #3597-20B is accurate.

The undersigned certifies that the proposal has been arrived at independently and has been submitted without any collusion designed to limit competition.

The undersigned certifies that all addenda to the specifications have been received and duly considered and that all cost adjustments associated with the addenda are reflected in this proposal.

Addendum No(s). 1 Acknowledged? ☒ YES / ☐ NO

Resident Proposer as defined in ORS 279A.120(1)?* ☒ YES / ☐ NO

Proposers certify non-discrimination in accordance with ORS 279A.110(4). ☒ YES / ☐ NO

If awarded a contract pursuant to this solicitation, will Proposer participate in Intergovernmental Permissive Cooperative Purchasing (extend the terms, conditions and prices of such contract to other public agencies)? If no, please explain on a separate piece of paper. ☒ YES / ☐ NO

Is your firm currently certified by the State of Oregon COBID office? If so, what Certifications do you hold and provide certification number._____ ☐ YES / ☒ NO

Proposer hereby makes this proposal to furnish goods and/or services at the price(s) indicated herein in fulfillment of the requirements and specifications of the City as stated in the Request for Proposal.

Signature of Authorized Official

KAYSE JAMA
Printed Name

EXECUTIVE DIRECTOR
Title

UNITE OREGON
Firm

1340 SE 122ND AVE, PORTLAND, OR 97233
Address

12-11-19
Date

503-913-5154
Telephone Number (with area code)

KAYSE@UNITEOREGON.ORG
E-mail Address

27077
City of Beaverton Business License No.

*"Resident Bidder" means a bidder that has paid unemployment taxes or income taxes in this state during the 12 calendar months immediately preceding submission of the bid, has a business address in this state and has stated in the bid whether the bidder is a "resident bidder".

SECTION 8 - ATTESTATION of COMPLIANCE with TAX LAWS

[COMPLETE AND SUBMIT THIS PAGE WITH YOUR BID OR PROPOSAL]

I, KAYSE JAMA, representing UNITE OREGON
Insert printed name — Insert name of firm

(Bidder/Proposer), hereby attest that:

1. I am an authorized agent of Bidder/Proposer, and I have full authority from Bidder/Proposer to submit this attestation and accept the responsibilities stated herein.

2. I have knowledge regarding payment of taxes of Bidder/Proposer, and to the best of my knowledge, Bidder/Proposer is not in violation of any Oregon tax laws, including, without limitation, ORS 305.620 and ORS chapters 316, 317 and 318.

3. Bidder/Proposer shall provide written notice to City within two business days of any change to its compliance with tax laws.

Authorized Agent Signature — Date: 12-11-2019

Approved as to Form, Beaverton City Attorney – 04/04/2016