

Lents Stability and Job Creation Collaborative

Committee Structure [DRAFT 2016-08-26]

Project Team

- Description:** The Project Team serves as a forum for the coordination and integration of project activities, negotiating solutions to problems that may arise during the course of the project. The Project Team reviews reports of project advisory committees, formulating consensus recommendations for the project's lead implementing agencies. Project Team meetings are open to project participants and advisors, interested parties and the general public.
- Leadership:** The Project Team is led by two conveners, designated by the Governor. State Representative Jeff Reardon and Michelle Rudd are the designated conveners of the Lents Stability and Job Creation Collaborative.
- Membership:** Members include representatives of populations and organizations that are impacted by the project or can contribute expertise and resources to achieve the project's goals. Members are expected to assist in the development and adoption of a project declaration of cooperation that includes specific contributions and commitments by each participating member and represented organization. Once the project is organized, subsequent Project Team membership is managed by the Steering Committee.
- Frequency:** The Project Team meets at critical milestones and decision-points in the life of the project, usually every 6 to 8 weeks depending on the pace of progress and need to address risks, obstacles and opportunities. Project Team meetings are one to three hours in length depending on the complexity and size of the meeting agenda.

Steering Committee

- Description:** The Steering Committee provides leadership and direction to the project, deliberating administrative issues including meeting agendas, project budgets and expenditures, professional service contracts, performance management and membership of the Project Team. Meetings of the Administrative Subcommittee are open to members of the Project Team, interested parties and the general public. The Steering Committee performs the following specific tasks:
- Clarify responsibilities and framing questions for other project committees
 - Frame policy issues for decision-making by the Project Team
 - Form ad-hoc committees and work groups as needed
 - Convene a committee of legal advisors from various jurisdictions as needed.
 - Recommend administrative actions by project management and staff
 - Reconcile issues or conflicts between Project Team members, project advisory committees and/or project staff.
 - Deliver information and recommendations to the Project Team regarding the project's direction, goals, scope, finances and work products.

- Leadership:** The Steering Committee is lead by the project conveners. Meetings are facilitated by the Oregon Solutions project manager or designee.
- Membership:** Members include a subset of the members of the Project Team and other persons identified by the conveners, Steering Committee and project staff to ensure the success of the project.
- Frequency:** The Steering Committee meets as frequently as is deemed necessary by the conveners and Oregon Solutions project manager to provide direction and support for the project. At a minimum, the Steering Committee should meet every two to four weeks for meetings lasting 1-2 hours depending on the complexity and size of the agenda.

Technical Advisory Committees

- Description:** Four Technical Advisory Committees (TACs) provide advice and support to the four major elements of the project – residential stability, jobs & industrial development, flood risk management, and governance & finance. Each TAC reviews and makes recommendations regarding project work plans, scopes of work, and technical issues that arise during the production of project deliverables. Each TAC reviews project work products before they are transmitted to the Steering Committee and subsequently to the Project Team. TAC meetings are open to project participants and advisors, interested parties and the general public.

The following updated descriptions were included in the Lents Collaborative request for Oregon Solutions designation:

- Residential Stabilization (Lead: Portland Housing Bureau) – Despite rapidly-rising housing costs in Portland, property in the Lents and Powellhurst-Gilbert neighborhoods is still relatively affordable. In the floodplain, however, flood insurance costs hamper affordability. To preserve housing affordability for existing residents and prevent displacement, the Oregon Solutions process will support near-term efforts to reduce the burden of flood insurance on homeowners and make long-term recommendations to prevent displacement that could occur if the cost of living increases after the completion of floodplain mitigation.
- Jobs & Industrial Development (Lead: Portland Development Commission) – Industrial properties in the area are largely underdeveloped despite the area's proximity to I-205, port facilities and other industrial districts. The Oregon Solutions process will assess the types of constraints to development (such as infrastructure issues or site contamination) and identify paths to revitalize underutilized or dilapidated employment properties to stimulate job growth.
- Flood Risk Management (Lead: Bureau of Environmental Services) – The expansive floodplain in Lents and Powellhurst-Gilbert neighborhoods dampens the area's potential as a community and job hub. To support industrial investment, stabilize neighborhoods and capitalize on Johnson Creek as an amenity for the community and the region, the Oregon Solutions process will develop policy and implementation guidance for a local cut-and-fill strategy within the 100-year floodplain. This is a core tool that will facilitate floodplain

restoration while allowing industrial properties to fill their properties so they are no longer within the floodplain.

- Governance & Finance (Lead: Office of Management and Finance) – The project’s multi-disciplinary nature requires expertise from many agencies and organizations; however, project management responsibilities do not fit neatly within any existing organization’s mission. To support the effort’s long-term success, the Oregon Solutions process will investigate and recommend an organizational structure that could support the long-term implementation of the Lents Stabilization and Job Creation project. In addition, while funding sources are available to support specific strategies, a funding approach needs to be developed to support the long-term implementation of the project.

Leadership: TAC meetings are organized by a project lead representing the associated City implementing agency, and facilitated by an Oregon Solutions project manager. Specific assignments include:

- Residential Stability – Andrea Matthiessen, Portland Housing Bureau
- Jobs & Industrial Development - Alison Wicks, Portland Development Commission
- Flood Risk Management – Marie Walkiewicz, Bureau of Environmental Services
- Governance & Finance – Eric Johansen, Office of Management and Finance

Membership: Each Agency Project Lead recruits members of their TAC with assistance from the Steering Committee and Oregon Solutions project manager.

Frequency: Each TAC meets as frequently as is deemed necessary by the Agency Project Lead and Oregon Solutions project manager. At a minimum, each TAC should meet to review project work plans, track progress on project deliverables and review final work products before they are transmitted to the Steering Committee and Project Team.

In addition to individual TAC meetings, Agency Project Leads will meet at least bi-weekly with a Lents Collaborative Technical Project Manager to coordinate, integrate and track progress on work plans and deliverables. These meetings will be convened by an Oregon Solutions facilitator.

Communications Committee

Description: The Communications Committee supports the project by designing and implementing a communications and community outreach plan for all aspects of the project. The Committee is responsible for developing project notices, public information materials, public outreach and engagement campaigns, and other communications strategies to advance the success of the project. The Communications Committee works closely with the Steering Committee to fully review and refine work plans, strategies and products before they are deployed.

Leadership: The Communications Committee will operate as a coordinating body consisting the communication and outreach leads from each implementing agency. The Oregon Solutions project manager will facilitate committee meetings.

- Membership: The Communications Committee may include representatives of each implementing agency, representatives from organizations participating on the Project Team, and other communication and outreach professionals recruited by the agency project leads, Steering Committee and Oregon Solutions project manager.
- Frequency: The Committee shall meet as frequently as is deemed necessary by the three co-conveners and Oregon Solutions project manager.