



# Wednesday, March 22, 2023

Meeting 6:30 – 8:30 PM | Online Zoom Meeting

Purpose: To coordinate advocacy for implantation of the Action Plan

Time	Topic Leader	Topic	Info	Discuss	Action
6:30	EPAP Co-Chairs Bobbi Y & Freida C	<p><b>Welcome</b></p> <ul style="list-style-type: none"> <li>- Meeting Overview &amp; Speaking Protocol</li> <li>• Recognition of Zoom Meeting Host</li> <li>• Participating Member Agreements</li> <li>• New Members Welcome</li> <li>• Code of Care</li> <li>- Meeting Roles Recognition</li> <li>• Recognition of Facilitator</li> <li>• Recognition of Timekeeper</li> <li>• Recognition of Note-taker</li> <li>- Next Meeting Reminder</li> <li>• <b>Wednesday, April 26<sup>th</sup></b></li> <li>- Introduction</li> <li>• Name/Pronouns/Affiliations</li> </ul>	X X X X  X X X X	X	
6:45	Nick S Bobbi Y	<p><b>Sub/Committee Update</b></p> <ul style="list-style-type: none"> <li>- Housing Subcommittee (5 min)</li> <li>- Grants Committee (5 min)</li> <li>- Operations Committee (5 min)</li> </ul>	X X X		
7:00	JR Lilly, Multnomah County	<p><b>Multnomah County 101 (5 min)-</b> The Office of Community Involvement (OCI) is committed to helping inform and involve communities in the processes that shape county policies, budgets, and programs.</p>	X		
7:05	EPAP Co-Chairs Bobbi Y & Freida C	<p><b>Multnomah County District 3 Candidate Forum (35)-</b> On May 16, 2023, an election will be held for the purpose of electing board members to fill the positions and terms for the following districts.  <b>DISTRICT 3, COMMISSIONER term ends Dec. 31, 2024</b></p> <ul style="list-style-type: none"> <li>• Ana del Rocío</li> <li>• Albert Kaufman</li> <li>• Julia Brim-Edwards</li> </ul>	X		
7:40	Grants Committee	<p><b>2023 Grants Recommendation Approval-ACTION: VOTE (15 min)-</b> after reviewing all submitted applications the Grants Committee is requesting for approval of</p>	X	X	X



		<p>this years EPAP Grants Recommendations:</p> <ul style="list-style-type: none"> <li>• <b>Action 1: Approve Partnership Grant Recommendation</b></li> <li>• <b>Action 2: Approve General Grants Recommendation</b></li> <li>• <b>Action 3: Approve Civic Engagement Grants Recommendation</b></li> </ul>			
7:55	JR L	<p><b>Advocacy Opportunities 2023 (10 mins)-</b> discuss upcoming committee seats open and plans to continue civic engagement</p>	X		
8:05	<p>Carol H Arlene K</p> <p>Gayle P Layla A</p>	<p><u><b>Representative Updates</b></u></p> <ul style="list-style-type: none"> <li>- East Portland Parks Coalition (5 min)</li> <li>- East Portland Land Use &amp; Transportation Committee (5 min)</li> <li>- Portland Clean Energy Fund (5 mins)</li> <li>- Portland United Against Hate (5 min)</li> </ul>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>		
8:25		<p><u><b>Announcements</b></u></p> <ul style="list-style-type: none"> <li>- Open Floor (5 min)</li> </ul>	X		
8:30		<p><b>Meeting Adjourn</b></p>			

If you want to be on the agenda, Contact:  
[eastportlandactionplan@gmail.com](mailto:eastportlandactionplan@gmail.com)

**Code of Care**

- Expect and accept discomfort
- Listen to understand, not to respond
- Be accountable for your words and behaviors
- Practice self-care
- Protect confidentiality of who shared what
- Expect non-closure

## Upcoming EPAP Meetings

Join us for our meetings as we continue to work improving livability in East Portland. All meeting materials will be posted on our web calendar.

### Grants Committee Meeting

Thurs, Mar 23 | 4:30-6:00 pm

### Structures Committee Meeting

Mon, Mar 27 | 5:00-6:00 pm

### Economic Development Subcommittee Meeting

Mon, Apr 3 | 5:00-6:00 pm

### Housing Subcommittee Meeting

Mon, Apr 10 | 6:00-8:00 pm

### Operations Committee Meeting

Tues, Apr 18 | 5:00-7:00 pm

### East Portland Land Use and Transportation Committee Meeting

Wed, Apr 19 | 6:30-8:30 pm

### Structures Committee Meeting

Mon, Apr 24 | 5:00-6:00 pm

### General Meeting

Wed, Apr 26 | 6:30-8:30 PM

### Grants Committee Meeting

Thurs, Apr 27 | 4:30-6:00 pm

### East Portland Parks Coalition Meeting (meeting on odd months)

Thurs, May 4 | 6:00-7:30 pm

### Culture & Language Subcommittee Meeting

On Temporary Pause until we hire our next Advocate

These gatherings are open to the public  
Language Interpretation available upon request (we ask for one weeks' notice)

For more information and request, please contact:

JR Lilly, EPAP Advocate

[jr.lilly2@portlandoregon.gov](mailto:jr.lilly2@portlandoregon.gov) | (503) 823-8027



### Partnership Grant Recommendation

Organization	Project	Award
1 ROSE CDC	Safe and Friendly Streets	\$20,000.00
Improve pedestrian safety and visibility by upgrading the striping of crosswalks to high visibility markers in the Lents and Powellhurst-Gilbert neighborhoods		
		\$20,000.00

### Civic Engagement Grant Recommendations

Organization	Project	Award
1 Jim Pepper Native Arts Council	11th annual Jim Pepper Native Arts Festival	\$10,000.00
We are a 501c3 charitable organization. Since covid, our events featuring Native American musicians, artists, speakers and vendors have been hybrid in-person/virtual. All events are recorded on video for free public viewing online through social media and Xfinity cable TV. We have been staging Jim PepperFests on the campus of Parkrose High School since 2014.		
2 Portland Workforce Alliance	Summer Career Academy	\$5,000.00
The 2023 Summer Career Academy is a week-long career-mentorship program located in East Portland and aimed at high school students who identify as female, non-binary, and/or gender expansive. It was first developed and implemented in 2021. This four-day career empowerment program includes workshops and coaching by inspiring community leaders from diverse backgrounds, working in fields such as local government, human resources, healthcare, and construction. Students connect with professionals and engage in candid conversations about getting their career started, managing their paychecks, developing confidence, overcoming challenges in the workplace and more. In 2022, 81% of accepted students identified as BIPOC, and 24% of students identified as non-binary or agender.		
3 Women-Sew Global Foundation	Stitching Lives Together-Sewing Collectives	\$7,700.00
Our project seeks funding to support our on-going free sewing program, which connected immigrants and refugee women, to socio-creative, peer-to-peer programming, which can mitigate stressors of language barriers, cultural shock, social isolation and depression. According to the WHO (2014), socio-creative activities, can mitigate depression and anxiety disorders		
4 Division Midway Alliance	Festival of Nations 2023: Promoting BIPOC Small Business	\$5,000.00
The goal of the project is to ensure participation of BIPOC community members and businesses in 2023 Festival of Nations. Taste of Nations provides business leadership opportunities for racially and ethnically underrepresented home based women owned business. Language Fair will help promote cross-cultural relationship and help create sense of belonging to many diverse East Portland Resident. We plan to promote inter-cultural dialogue, build leadership opportunity and through the Taste of Nations happening in September 2023.		



5	Torus	Free English Classes for Ukrainian and Afghan Immigrants and Refugees	\$5,000.00
<p>We are currently focused on serving Ukrainian and Afghan immigrants and refugees by offering them free English classes both online and in-person. We are uniquely positioned to focus on this because we are led by an Executive Director who speaks Russian and Dari allowing us to communicate and deliver our services more effectively.</p>			
6	SOAR Immigration Legal Services, a program of Ecumenical Ministries of Oregon	New Americans Initiative – East Portland	\$2,000.00
<p>This grant would support specific East Portland citizenship classes for immigrants and refugees offered in Spanish and Russian.</p>			
7	Columbia Slough Watershed Council	CSWC Bilingual Paddle Program	\$4,000.00
<p>This funding will support the expansion of the CSWC Bilingual Paddle Program, which provides local minority communities with the opportunity to explore and learn about the Columbia Slough Watershed.</p>			
			<b>\$38,700.00</b>

### General Grant Recommendations

	Organization	Project	Award
1	2023 East Portland Eat & Greet Series	Cultivate Initiatives	\$2,000.00
<p>This project is to create a community event for neighbors of different backgrounds to come together around the issue of houselessness to promote belonging, and advocate a different way of engaging with houseless neighbors.</p>			
2	EECRC Newcomers' Orientation	Ethiopian and Eritrean Cultural Resource Center (EECRC)	\$5,500.00
<p>This Newcomers Orientation Project plans to have social and life skills building workshops, computer basics, and health and wellbeing workshops.</p>			
3	Slavic Festival	Slavic Community Center of NW	\$9,826.75
<p>To support this years Slavic Festival for neighborhoods in East Portland</p>			
4	Metropolitan Family Service (MFS)	Metropolitan Family Service Youth Internship Program (YIP)	\$7,260.00
<p>MFS YIP is an eight-week internship program that pairs David Douglas High School students with local organizations to ignite the process of mapping out their post-high school futures. Additional weekly financial literacy and personal resiliency workshops, 1:1 resume support, local guest speakers, and more will engage the students with their community as they learn how to set goals, reach them, and support one another through the process.</p>			
			<b>\$24,586.75</b>



## **2022/23 Community Support Fund Round Two**

for projects happening between 4/10/23-4/9/24

### **Application Deadline: Fri, April 7th | 11:59 PM**

The East Portland Action Plan (EPAP) has set aside funds to support the efforts of our partners to address the needs of East Portland community members. This Community Support Fund's purpose is to help provide basic community needs, support essential services, and foster healthy community connections.

Projects we will consider supporting include:

- Supporting basic community needs and essential services, such as medical assistance, food and housing related services, transportation and mobility assistance, support services for the most vulnerable.
- Supporting healthy community relationships by creating/maintaining social connections, such as support for groups who need assistance in communicating with community members or developing methods for existing communities to remain connected during social distancing.

Project requests may be for up to \$3,000 in funding. Everyone is welcome to apply.

Please contact JR Lilly at 503-823-8027 or [JR.Lilly2@portlandoregon.gov](mailto:JR.Lilly2@portlandoregon.gov) if you have any questions about your current grant.




# East Portland Action Plan

## Member Participation Agreement

The East Portland Action Plan (EPAP) is an ongoing group charged to provide leadership, guidance and advocacy to implement the East Portland Action Plan, a guide for improving the lives of residents in outer East Portland.

### MEMBERSHIP COMPOSITION

Participation is open to everyone committed to Action Plan advocacy, including government entities, community organizations and nonprofits. Membership is open to individuals. To become a member, one must have attended two general meetings and sign a Participation Agreement. EPAP orientation sessions are offered regularly (see EPAP Web Calendar for details). All newly signed members will start in good standing for the first six (6) months then be responsible for maintaining their good standing status. A member in good standing must have attended at least four (4) of the most recent twelve (12) General Meetings.

### DECISION-MAKING

The EPAP will craft and recommend approaches and solutions that are workable for a wide range of needs and interests. General Meeting Decisions will be made by a vote of a Super Majority of at least 60% of attending Participation Agreement Members in good standing. In order to make decisions, there must be a quorum of at least twenty (20) Participating Agreement Members.

Committees can make public statements that are specific to their group. Committees or Workgroups may decide on their own decision-making model. Committees need to have a written decision-making model.

People either individually or organizationally positioned to have conflict of interest based on individual or organizational affiliation in decision making are expected to participate in the discussion and disclose the conflict of interest to the group, but to abstain during the vote. If another group participant perceives someone has an undisclosed conflict of interest, this should be raised prior to the vote. If the individual wants the abstention to be identified, this will be accommodated in the notes.

### GUIDING PRINCIPLES

- Value the past and consider the future in making decisions that contribute to improved lives for residents and livability<sup>1</sup> in East Portland.
- Develop lasting community leadership and relationships and provide training as a means to laying the groundwork for successful implementation of the Action Plan.
- Develop avenues for partnering by creating opportunities to bridge the work being done amongst EPAP committees and representatives, communities, and neighborhoods, thus building upon common values with respectful collaboration.
- Openness of input and ideas and to respect and value differences of opinion, ideals, and time commitments with civility.
- Ensure opportunities to participate are equitably provided across the spectrum of all interest groups and geographic areas, which may include the provision of translation, interpretation, and childcare.
- Provide a hospitable and welcoming environment to all attendees.





- Prioritize the involvement of underrepresented communities and diversity, equity, and inclusion.<sup>2</sup>
- Work towards the furtherance of actions and strategies as specifically described in the Action Plan.
- Work to resolve conflicts or issues using a restorative justice reconciliation process.

1- Livability is measured by factors that provide quality of life, such as access to fresh water, food, housing, transport, health care, education and a safe and stable environment, among others.

2- Racial Equity statement to be included later in the Structures document and will be created after some training:

*EPAP is committed to racial equity. We prioritize leadership and solutions from communities most affected by the issues we face in East Portland.*

**PARTICIPATION AGREEMENT (PA) MEMBERS**

Attendance at two (2) EPAP general meetings is required before an attendee is offered an opportunity to sign a Member Participation Agreement, which will designate them as a PA member. PA members will make every effort to be present at meetings. As a courtesy, staff will be notified in advance if a PA member is unable to attend. If a PA member is unable to attend, he or she may provide written comments relevant to the agenda, and the comments will be forwarded during the EPAP general meeting.

Participant Agreement (PA) members will:

- Encourage broad and inclusive participation. Current PA members will consciously welcome and orient new people and ideas.
- Interact with community members and partners to develop and promote interest and participation in implementing the Action Plan.
- Share information with local organizations in which you are involved, and gather, synthesize, and convey information and perspective from those organizations.
- Review background materials and monthly reports, to understand the issues and gain familiarity with the array of actions and initiatives currently underway that may intersect with the work you are doing.
- Provide a sounding board to ensure that a variety of data and viewpoints have been considered in the formulation of recommendations.
- Advocate with agencies and service providers as determined by the group.
- Voice concerns directly, promptly, and constructively with respect and civility.
- Become familiar with EPAP guiding documents, such as the 'East Portland Action Plan', 'Structure', 'Committees & Representatives', 'Principles for Improved Livability' and 'Involuntary Displacement Prevention Recommendations for East Portland'.

I, \_\_\_\_\_ agree to the terms of East Portland Action Plan Participating Membership stated herein.

**Signature**

East Portland Action Plan, 1017 NE 117<sup>th</sup> Ave., 97220

**Date**

**Contact Information- Optional (for communication purposes only)**

Phone:

*Circle one:* Cell | Home | Work

E-mail:






# East Portland Action Plan

## CHARGE

The East Portland Action Plan (EPAP) is an ongoing group charged to provide leadership, guidance and advocacy\* to implement the East Portland Action Plan, a guide for improving livability the lives of residents in outer East Portland.

\*advocacy -- education and promotion of an issue

## GUIDING PRINCIPLES

- Value the past and consider the future in making decisions that contribute to improved lives for residents & livability<sup>1</sup> in East Portland.
- Develop lasting community leadership and relationships and provide training as a means to laying the groundwork for successful implementation of the Action Plan.
- Develop avenues for partnering by creating opportunities to bridge the work being done amongst EPAP committees and representatives, communities, and neighborhoods, thus building upon common values with respectful collaboration.
- Openness of input and ideas and to respect and value differences of opinion, ideals, and time commitments with civility.
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- Provide a hospitable and welcoming environment to all attendees.
- Prioritize the involvement of underrepresented communities and diversity, equity, and inclusion.<sup>2</sup>
- Work towards the furtherance of actions and strategies as specifically described in the Action Plan.
- Work to resolve conflicts or issues using a restorative justice reconciliation process<sup>3</sup>.

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3- outline where the process can be found later in the structures document

## MEMBERSHIP COMPOSITION

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## MEETINGS

All meetings, including General and Committee, are open to the public and will be announced in advance on the EPAP website calendar <http://eastportlandactionplan.org/calendar>. In person General Meetings are subject to David Douglas School District status concerning weather-related building closures.

A general meeting will be held on the 4<sup>th</sup> Wednesday of every month, starting at 6:30 PM. Should the meeting be canceled, the Operations Committee will determine whether to schedule another meeting, as well as alert the EPAP membership of such cancellations and rescheduling.

The purpose of the general meeting is to coordinate activities, monitor Action Plan progress, organize future advocacy opportunities, and consider new issues.

Committee chairs are responsible for the scheduling of their respective Committee meetings and for keeping the EPAP Advocate informed of any schedule changes in a timely fashion.

## DECISION-MAKING

EPAP will craft and recommend approaches and solutions that are workable for a wide range of needs and interests. General Meeting Decisions will be made by a vote of a Super Majority of at least 60% of attending Participation Agreement Members in good standing. In order to make decisions, there must be a quorum of at least 20 Participating Agreement Members.

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## PARTICIPATION AGREEMENT (PA) MEMBERS

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- Review background materials and monthly reports, to understand the issues and gain familiarity with the array of actions and initiatives currently underway that may intersect with the work you are doing.
- Provide a sounding board to ensure that a variety of data and viewpoints have been considered in the formulation of recommendations.
- Advocate with agencies and service providers as determined by the group.
- Voice concerns directly, promptly, and constructively with respect and civility.
- Become familiar with EPAP guiding documents, such as the 'East Portland Action Plan', 'Structure', 'Committees & Representatives', 'Principles for Improved Livability' and 'Involuntary Displacement Prevention Recommendations for East Portland'.

## LEADERSHIP

The EPAP will elect two PA members to act as general EPAP Co-Chairs. Each Co-Chair will be elected for a two-year term. The two Co-Chair's terms shall be staggered and will begin on July 1 of alternating years. Co-Chairs may be re-elected.

It shall be the responsibility of the Co-Chairs to announce the time and place of an election for Co-Chair no less than 30-days before the election is to be held. Nominations may be submitted to the Co-Chairs or made from the floor at the time of the election. If there is a single nomination for Co-Chair, a call for consensus shall be initiated. In case of two or more nominations for Co-Chair, a written secret ballot shall be used to determine the election of the Co-Chair, with the nominee receiving the majority of attending PA member ballot designations being elected as officer. Only attending PA members may submit a ballot.

A vacancy in a Co-Chair position can occur by the resignation of a Co-Chair or by a determination by consensus of the full EPAP membership that the position has become vacant. In the event of a vacancy an election shall be called, no less than 30-days before the election, for an new Co-Chair to till the remainder of the unserved term.

The EPAP Co-Chairs are expected to facilitate and regularly attend EPAP meetings and to be informed about EPAP activities. As facilitators, the EPAP Co-Chairs will preside over meetings, except when an alternate facilitator is designated. It is up to the discretion of the general EPAP Co-Chairs, with the support of the staff Advocate, to draft and adjust the agenda for the monthly general meeting.

The EPAP Co-Chairs will work to establish a healthy and sustainable culture by keeping energy devoted to **Relationships**, **Process**, and **Results** in balance – understanding that each of the three contribute to the health of the other two.

The EPAP general meeting will authorize establishment of Representatives, Committees, and Subcommittees, striving for co-chair leadership that reflects the aforementioned healthy and sustainable culture. EPAP Co-Chairs are expected to assign representation at Operations Committee meetings as convened. The EPAP may consider further attendance requirements for leadership positions.

## STRUCTURE

A Committee, Subcommittee, and Representative structure serves the operational functionality of the EPAP and implementation of the Action Plan.

### Committees and Subcommittees

The purpose of a Committee is to provide operational service to the EPAP; the purpose of a Subcommittee is to carry out specific strategies and action items of the Action Plan, by providing an issue-related forum for organizing advocacy. Committees and Subcommittees will:

- Be established by consensus at the general EPAP;
- Hold meetings open to the public and announced in advance on the EPAP web site calendar (<http://eastportlandactionplan.org/calendar>), held at mobility-device accessible locations within East Portland, and will offer EPAP-funded childcare and interpretation as needed;
- Have open participation, with at least one active person who is a PA signing member of the EPAP responsible to verbally report at the monthly general EPAP meeting;
- Operate using a consensus model;
- Strive for sustainability by establishing a culture that is equally invested in **Relationships, Process, and Results**;
- Are encouraged to embrace a Co-Chair model that consciously brings together individuals with the sustainable strengths mentioned above;
- Submit written monthly reports to the EPAP Advocate one week prior to the monthly meeting. Reports will include the following:
  - ✓ Identification of the EPAP item being addressed by the Committee or Subcommittee
  - ✓ Articulation of the Committee or Subcommittee goal
  - ✓ Identification of Committee or Subcommittee attendees
  - ✓ Statement of relevant issues addressed and decisions made
  - ✓ Request for input or action from the EPAP; and
- Assign a PA signing member of the EPAP to represent the Committee or Subcommittee on the EPAP Operations Committee and at annual reports to the government partners.

If a Committee or Subcommittee neglects to provide written and/or verbal reports for two (2) successive general meetings, the Committee or Subcommittee Chair(s) will be contacted and the lack of participation will be discussed. They will be encouraged to consider the viability of the Committee or Subcommittee and given notification that failure to meet the requirement for a third (3<sup>rd</sup>) successive general meeting will warrant the dissolution of the Committee or Subcommittee and an announcement will be made at the general EPAP meeting.

### Representatives

The purpose of a Representative is to have an EPAP advocate who serves as a liaison on Action Plan area-specific issues when needed and appropriate, or until there is enough EPAP capacity to establish a Subcommittee. A Representative is often a liaison to a committee, group, organization, or commission and is afforded priority time to report at the general EPAP meeting in that capacity.

The Representative can be an authorized spokesperson for the EPAP on the designated issue for which they are appointed; but if the Representative is determined while representing the EPAP to have not spoken in alignment with the Action Plan and 'Principles for Improved Livability', the Representative is responsible to provide an acknowledgment and correct the misrepresentation.

An EPAP Representative will:

- Be a PA member who regularly attends the EPAP general meeting and will be established as an area-specific Representative by consensus of the general EPAP;
- Utilize the 'East Portland Action Plan', 'Principles for Improved Livability', 'Structure', and "Involuntary Displacement Prevention Recommendations for East Portland" documents along with the EPAP Advocate and Co-Chairs for reference and guidance;
- Report on significant activities and position statements on behalf of the EPAP at the general EPAP meetings;
- Bring forward issue relevant information and requests for EPAP support; and
- Adjust their representation as is necessary, based upon input from the general EPAP.

Representation with membership organizations:

- Requires a high level of commitment to consistent attendance at the area-specific issue-related organizational meetings and reporting to the general EPAP;
- Requires an 'opt out' mechanism for campaign or advocacy involvement that stipulates which members are supporting the stance. As a consensus decision making organization, the EPAP will not sustain involvement with membership organizations without this articulated option; and
- Campaigns and public statements on behalf of the membership organization should be brought before the EPAP if there is any possibility that the campaign or statement is not in alignment with the Action Plan or 'Principles' documents, or if there is ambiguity that needs to be addressed by consensus at the general EPAP.

### Operations Committee

The purpose of the Operations Committee is to:

- Develop, seek general EPAP approval, and advocate for EPAP strategy;
- Function as an EPAP decision making body in time-sensitive situations, not including decisions related to governmental elections;
- Meet at least four (4) times a year to reinforce purpose integration; and
- Represent the EPAP to elected officials.

The Operations Committee has the following stipulated composition:

- Both General EPAP Co-Chairs;
- A PA representative from each Committee and Subcommittee that reports back to the committee they are representing about decisions made by the Operations Committee;
- Not to exceed 6 additional at large EPAP PA positions as determined by participating members of EPAP and
- The EPAP staff Advocate.

### Structures Committee

The EPAP Structures Committee will make structural proposals to the full EPAP in an effort to support the operational functions of the group. Membership will be composed of interested PA members.

As the EPAP grows, we recognize that there may be a need to design enhanced operational structures.

### Communications Committee

The EPAP Communications Committee will provide communication support that includes materials and web page development, and translation or interpretation to the EPAP.

### Staff

The EPAP will be staffed by Advocates through the City of Portland Commissioner Position #4.

The EPAP Advocates will:

- Convene monthly general EPAP meetings and serve as process keepers to manage efforts for the good of the group as a whole;
- Work with all EPAP Co-Chairs to develop and distribute monthly EPAP meeting agendas, Committee and Subcommittee reports, and background materials during or in advance of meetings;
- When fully staffed, develop notes from the full EPAP meetings and distribute them within three weeks of the meeting. These notes will faithfully represent areas of general agreement within the group, note areas in which there are diverging viewpoints, and outline commitments to timelines for supported actions;
- Function as the City Grants and Municipal Partnership manager;
- Provide bureaucratic/administrative functions with the City of Portland; and
- Develop documents for review and comment.