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A. CONTEXT OF THE PROJECT

♦ Introduction

The Low Income Housing for Native Americans of Portland, Oregon (LIHNAPO) organization is a small nonprofit community development corporation serving the urban Indian community of the Portland metropolitan region. ORCA (Organizing Resources for Community Action) members approached LIHNAPO to determine their interest and need for a strategic plan to help address the multiple issues confronting urban Indians. This is an opportunity to build a partnership between the Masters in Urban and Regional Planning Program at PSU and a unique community-based organization. We will be working with LIHNAPO to identify its future direction and organizational goals and to develop community development strategies. We feel privileged to be working with LIHNAPO and hope to create a planning process that is inclusive and participatory.

♦ Socio-Economic Context

The Native American population is culturally diverse and comprised of hundreds of different nations, tribes and clans. In Portland, there are over 100 tribes represented. Yet, of all the ethnic groups in the United States, Native Americans are the poorest. The Indian population can be divided into two distinct groups - those who live on reservations and those who live in urban areas. Reservation Indians live amongst people who share cultural values, a linkage to the land, and are self-governed. The reservations have established funding sources through the Bureau of Indian Affairs and may also have developed private enterprises such as gaming.

In contrast, urban Indians come from hundreds of different cultural backgrounds and lack a link to the land, an important source of economic and emotional self-sufficiency. With no guaranteed source of funding, urban Indian organizations must compete with all other non-profits for funding. Urban Indians face higher than average eviction rates and make up 10% of the homeless population in the Portland Metro Area. This housing problem can be attributed to urban Indians choosing to continue to practice their cultural traditions which may lead them away from their homes for anywhere from weeks to months at a time.

The information for this community profile has been taken from the 1994 Needs Assessment for the Portland Urban Indian Community, a report put out by the American Indian Association of Portland (AIAP) and drawn from the 1990 US Census. For the
purpose of this proposal, the urban Indian community is identified as Native Americans residing in the Tri-County Area of Multnomah, Clackamas, and Washington Counties. According to the 1990 Census, Native Americans represent 1.5% of the total population in the state of Oregon. (See Table 1.) Of the state's total Indian population, over 25% (10,484) reside in the Tri-County Area, of which 54% (6,734) reside in Multnomah County. It is significant to note that for the 1990 Census over 25% (3,497) of the total reported Indian population in the Tri-County Areas were under 19 years of age.

According to the 1990 Census, 24% of the Tri-County urban Indian community have incomes below the federal poverty level with half of the families having children under the age of 5 (See Tables 2 and 3). The AIAP report states an average annual income of $17,852. There are also proportionally more American Indian female householders. In addition the urban Indian community has a low rate of homeownership.

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<th>Table 1. Population of Native Americans</th>
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<tr>
<td>Oregon</td>
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<tr>
<td>Tri-county area</td>
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<td>Multnomah Co.</td>
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<td>PDX/Van. area</td>
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<td>Oregonians below the poverty line</td>
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<td>Oregon Indians below the poverty line</td>
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<td>Urban Indians below the poverty line</td>
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<th>Table 3. Household Size</th>
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<td>State average</td>
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<tr>
<td>Urban Indians</td>
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The urban Indian community shares similarities and differences in cultures. The diversity within the community is recognized by our firm as both a strength and a challenge to planning with the urban Indian community.

**Client**

Low-income Housing for Native Americans of Portland, Oregon (LIHNAPO) is a young Community Development Corporation (CDC) that has completed Ceel-ocks Manor, a three-unit housing project, and is currently working on a second, seven-unit housing...
project called Nelson Court. The broader goals of LiHNAPO are summarized in their Mission Statement:

"Low-income Housing for Native Americans of Portland, Oregon (LiHNAPO) is a community development corporation whose mission it is to build a strong Indian Community that our ancestors would be proud of, that will be here for our children and our children's children by developing affordable housing or implementing other activities for the benefit of low-income Native Americans and the residents of the St. Johns and Kenton neighborhoods. Also, to foster the economic development and self-sufficiency of the Portland Indian Community."

LiHNAPO as an organization grew out of a linkage with the American Indian Association of Portland (AIAP), in particular an AIAP project to develop a housing-oriented CDC for the Indian Community during 1991-1993. Julie Metcalf, an AIAP Board Member at the time, carried the project for a housing CDC through to completion, and is currently the Executive Director of LiHNAPO. Currently, LiHNAPO has a six-member Board of Directors, a full-time staff of four, and the organization is reaching out in several new directions.

One of the most recent changes to LiHNAPO is the addition of two new full-time staff persons who were hired through monies from an Administration for Native Americans (ANA) grant. This grant is for holding meetings, getting input from the Native American Community, and confirming the overall direction of LiHNAPO's activities. This grant will lead to proposals for housing in five program areas: senior housing, transitional housing, affordable rentals, homeownership opportunities, and a community village concept. The identification of these five programs was a result of the first Community Meeting held in October, and several more of these community meetings are planned for the next few months.

LiHNAPO has also recently been approved by AIAP as the developer of an Arbor/Cultural Center on city-owned land reserved for this use in East Delta Park. A committee has been formed to investigate options for this site. Julie envisions the Delta Park site as containing an arbor, a "feed house" concession stands, and restroom facilities.

LiHNAPO is also looking at creating a mixed-use community center outside of Delta Park, possibly combined with some of the housing elements of the ANA grant project. This community center is visualized as having a gym, office space for LiHNAPO, AIAP and perhaps other organizations in the future. Also under consideration for this project is a youth program, a health clinic, a cafeteria, and possibly even some retail space for booths for Indian artwork and craft booths.

Currently, one of the highest priorities of LiHNAPO is to find land for the housing projects currently underway, as well as locating a site for the community center. A site may be found for the community center relatively soon, and perhaps even within the next few weeks.
LIHNAPO will be formulating a revised set of goals for the coming year at a staff and board retreat in January, but has already identified some general directions and longer term goals for the future. These longer-term goals are:

- Rejuvenate the dream of homeownership, affordable rental housing, community-based and community-supported businesses and services, and the creation of a community/cultural center for the regional Indian community.
- Identify the economic “leakage” within the regional Indian community and find ways to recapture that loss within the community.
- Establish linkages between LiHNAPO and other organizations.
- Be a regional voice for the unique housing, service, and cultural needs of the Indian community.

**Problem Statement**

ORCA will address a two-tiered challenge with this project.

- First, there are the issues faced by the urban Indian community discussed above in the socio-economic context.
- Second, there are challenges resulting from the relative youth of LiHNAPO; it is a young community development organization.

While LiHNAPO has a clear sense of the needs and strengths of the community it serves, LiHNAPO staff are stretched to the limits of their capacity managing current projects. Most of the staff and the directors of the board are new to the organization. As a result, they are not able to create a plan to serve as a guide for future decision making. Such a document is needed to provide strategies to guide LiHNAPO’s efforts in four areas:

- supporting the cultural needs of urban Indians;
- plugging economic leakage’s in the community;
- establishing linkages between LiHNAPO and other organizations;
- addressing the unique housing needs of urban Indians.

**Planning Intentions**

ORCA’s goal is to work through a strategic planning process tailored specifically for LiHNAPO’s needs and the timeline for project completion. The strategic plan we intend to develop can be seen as a “road map” for the organization. Essentially, we want to work with LiHNAPO to see where they want to be several years down the road and develop some alternative routes to get to that place.
The planning process has two main steps. The first step is to build a framework that will guide decision making around the selection of projects and project alternatives. The second step is to use this framework to assess alternatives for the Delta Park project, and to develop and assess alternatives for the community center. Using this framework, we will also identify one other project and alternatives for LIHNAPO to consider for future implementation.

To develop the framework we will be collecting background information to identify and analyze internal and external factors that impact LIHNAPO and the achievement of their goals. We plan to look at internal strengths and weaknesses, and at external opportunities and threats. This analysis creates the framework within which ORCA can develop alternative strategies to meet LIHNAPO's goals and objectives.

After the analytical framework is developed ORCA will begin to identify and assess alternatives. These will suggest alternative programs and services, such as the mix of uses for a project. The alternatives will not be focused on architectural design alternatives, or specific site selection. We will work with LIHNAPO to develop criteria to evaluate alternatives and make recommendations.

It is not our goal to duplicate the work of LIHNAPO, but to incorporate and extend their findings as appropriate. For instance, we want to make it clear that we are aware that two LIHNAPO staff are focusing their work on planning for housing projects; we will not duplicate this effort, but perhaps complement it. In addition, ORCA will strive to be flexible about the planning process and product to meet LIHNAPO’s needs and to address issues as they arise.

**B. EXPECTED FINAL PRODUCT**

♦ **Product Summary**

Our product will be a strategic plan that will serve as a guide in future decision making and provide strategies to guide LIHNAPO’s efforts in achieving their goals. LIHNAPO can also use this document as a base for grantwriting. This plan will not include an organizational development component.

The document will include an organizational profile and a summary of external factors that will influence LIHNAPO’s efforts to achieve their goals. This background information will provide a base for the analysis of internal and external factors that creates a framework for the development of project alternatives. The analytical framework, the tool used to develop alternatives, will be presented and explained in a written and graphic format.
A description of the alternatives will be presented. The evaluation criteria will be explained and their application to the alternatives then described. Recommended project alternatives will be suggested, followed by a discussion of what factors lead to those recommendations.

Our appendix will include the following sections: definition of terms, organizational resource guide, methodology, citizen participation plan, and personal reflections. The organizational resource guide will contain information that we discovered during the planning process that may be useful to LIHNAPO. This guide will include an annotated bibliography, profiles of organizations that we learned about, and other relevant data we find without a direct fit into our product. Our methodology and citizen participation plan will be presented. Finally, ORCA group members will each write a section discussing our personal reflections about the process and our experiences working with people of different cultures.

* Final Product Outline

I. Introduction

   A. Problem Statement

   B. Executive Summary

II. Organizational Profile

   A. Organizational History

   B. Mission Statement

   C. Current Situation
      1. Programs/mandates
      2. Staff and Board Biographies
      3. Fiscal Overview

   D. Goals and Objectives of LIHNAPO
      1. Housing
      2. Economic Development
      3. Cultural/Community Development

III. Context and External Factors

   A. Demographics/Community Profile
B. Analysis of Development Potential
   1. Housing
   2. Economic Development
   3. Cultural/Community Development

C. Existing and Potential Linkages to Other Organizations

IV. Framework for Alternative Development
   A. Analysis of Internal Strengths and Weaknesses
   B. Analysis of Opportunities and Threats
   C. SWOT Matrices

V. Action Plans
   A. Delta Park
      1. Alternatives
      2. Evaluation Criteria
      3. Analysis
      4. Recommendations
   B. Community Center
      1. Alternatives
      2. Evaluation Criteria
      3. Analysis
      4. Recommendations

Appendix
Definition of Terms
Organizational Resource Guide
Methodology
Citizen Participation Plan
Personal Reflections
C. SCOPE OF WORK

- Process and Methods Summary

The ORCA Group has identified a series of tasks to complete our project for LIHNAPO.

Our tasks are divided into three phases:
- data collection,
- analysis, and
- final document preparation.

Below is a description of each task, methodology, expected start and completion date, proposed products and task leader. In addition, we have created a task coordinator for overseeing the development of the community participation plan and the editing and writing of the final document. We recognize the need to be flexible in our process in order to better serve the needs of LIHNAPO and to take advantage of any opportunities that may arise and are relevant to our project. As a result, some tasks and/or expected completion dates may be revised.

We would like to point out that the process of completing these tasks is not necessarily linear. While the tasks below are generally in the order in which they will occur, some tasks will be concurrent. The task timeline below will make this more clear. In addition, ORCA would like to make it clear that only one interview will be held with each community leader, even though it is a method listed under several tasks. Questions will be formulated for each task and placed in a comprehensive interview guide. Interviewees may be asked any combination of these questions.

- Tasks

| Project Startup |

Project startup is ORCA’s first step forward after developing the proposal. It is more of an organizational task for ORCA rather than a work plan task, and is therefore separate from Task A through Task J. It will consist of a meeting with LIHNAPO and an ORCA group meeting to do process planning.

Subtask 1: ORCA will hold a kick-off meeting with LIHNAPO to clarify the following issues: what resources LIHNAPO will provide for our project, communication procedures and regular check-ins with LIHNAPO, our role in the community meetings, our role in the board and staff retreat, the role of the LIHNAPO board in our project, board meeting and community meeting times, and protocol in making contacts in the community.
Subtask 2: Define roles and responsibilities of ORCA group members.

Subtask 3: Identify and recruit technical advisors specializing in housing, economic development, community/cultural development and other relevant fields.

Subtask 4: Develop a community participation plan, including a comprehensive interview guide for Tasks A, B, C, and D.

Subtask 5: Identify the critical steps to accomplish before the LIHNAPO board and staff retreat.

Methods: meetings
Expected Product: citizen participation plan, technical advisor list, ORCA team member responsibilities and contact list, comprehensive interview guide
Start Date: December 15, 1996
Completion Date: January 6, 1997
Task Leader: Ramona Ruark

Phase I - Data Collection

Task A: Develop an Organizational Profile of LIHNAPO
The purpose of this task is to gain a fuller understanding of LIHNAPO. The ORCA Group will gather data on the organization's history, development, and current programs to help identify LIHNAPO's strengths and weaknesses. This information will be used as inputs in our analysis of alternatives (see Phase II).

Subtask 1: Review organizational documents such as board minutes, business plan, program documents, grant applications, financial reports, newsletters, and other literature.

Subtask 2: Conduct interviews with the four staff, six board members, one or two volunteers, and one tenant to obtain information about the strengths and weaknesses of the organization. These interviews will identify current organizational goals, objectives, programs and staff and board member skills and experience.

Subtask 3: Work with LIHNAPO to identify other key stakeholders in the community to interview. This group will be asked to provide an outside perspective and information about the organization.

Subtask 4: When appropriate, ORCA will participate in and observe LIHNAPO events and meetings.
Subtask 5: Document all information and decisions on Delta Park and the community center planning.

Subtask 6: Present findings to staff and board.

Methods: interviews, content analysis, observation
Expected Products: background report, staff and board biographies
Start Date: December 15, 1996
Completion Date: January 15, 1997
Task Leader: Ramona Ruark

Task B: Develop a Community Profile of the Portland Urban Indian Community and of the St. Johns and Kenton Neighborhoods.
The purpose of this task is to identify LIHNAPO’s constituency and the challenges they face as well as to identify existing community resources. LIHNAPO will provide guidance and direction for gaining access to the urban Indian community. We will collect secondary data first so that we will be more informed when conducting interviews.

Subtask 1: Gather demographic data using the U.S. Census and other secondary data sources.

Subtask 2: Review St. Johns and Kenton Neighborhood Plans to gather data about the history, development and needs of these communities.

Subtask 3: Interview community leaders to ascertain opinions about current conditions and opportunities for the future, and to obtain their perspective and knowledge of the urban Indian community.

Subtask 4: Identify the assets of the St. Johns and Kenton communities. This will include researching existing community resources and services such as community centers, job training, health centers, child care services, youth programs, senior centers and services, and transportation systems.

Subtask 5: Contact the St. Johns and Kenton neighborhood associations to obtain their perspectives on the community.

Subtask 6: Conduct a content analysis of Indian media sources to identify community resources, issues, events, and services.

Subtask 7: Observe cultural and community events when appropriate.

Subtask 8: Present findings to staff and board.

Methods: interviews, content analysis, observation, secondary data analysis
**Expected Products:** inventory of community resources, community profile  
**Start Date:** December 15, 1996  
**Completion Date:** January 31, 1997  
**Task Leader:** Marah Danielson

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**Task C: Research Existing Models and Programs of Indian Organizations and Other CDCs**

This task involves various research strategies to look at other organizational models which may be helpful for our analysis of potential and existing programs and strategies for LIHNAPO. We intend to look at other models used by organizations that serve both Indian and low-income communities, determine whether they are successful or not, and identify potential helpful structures, programs, and linkages that these efforts may be built upon. The goal is to get a more comprehensive picture of what LIHNAPO may be able to accomplish in its current situation by identifying successful models used elsewhere. Also, considerable attention will be paid to identifying possible program linkages or duplications within the regional Indian Community.

**Subtask 1:** Conduct a literature search for Indian community organizations.

**Subtask 2:** Conduct an internet search for Indian community organizations.

**Subtask 3:** Identify existing and potential linkages with other organizations controlled by and/or serving Native Americans locally and nationally.

**Subtask 4:** Identify existing housing programs and economic development projects for urban Indians.

**Subtask 5:** Conduct additional expert interviews in conjunction with interviews undertaken in tasks 2 and 3.

**Subtask 6:** Present findings to staff and board.

**Methods:** literature search, internet search, expert interviews  
**Expected Products:** organizational resource guide, annotated bibliography  
**Start Date:** December 15, 1996  
**Completion Date:** January 31, 1997  
**Task Leader:** Marah Danielson

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**Task D: Identify the Current Housing and Economic Conditions and Trends of the Portland Metropolitan Region**

The purpose of this task is to gather secondary data on Portland’s housing market and economy, and to identify relevant economic, housing, and employment trends that may have an impact on LIHNAPO’s activities. Also, this task will attempt to identify relevant
local, regional, and state planning or funding programs which could affect and/or assist LIHNAPO in attaining its longer-term and immediate goals.

Subtask 1: Interview experts at BHCD, PDC, and other CDC's.

Subtask 2: Review current local, regional, and state land use goals and mandates.

Subtask 3: Identify and review relevant planning documents.

Subtask 4: Identify existing and potential funding sources for affordable housing and economic development programs serving urban Indians. Identify any programmatic changes to funding priorities or procedures.

Subtask 5: Conduct a windshield survey of the commercial areas of the St. Johns and Kenton Neighborhoods.


Subtask 7: Present findings to staff and board.

Methods: interviews, content analysis, windshield survey

Expected Products: summary report, land-use survey.

Start Date: December 15, 1996
Completion Date: January 24, 1997
Task Leader: Tracy Strickland

Phase II - ANALYSIS

Task E: Analyze Strengths, Weaknesses, Opportunities and Threats

The purpose of this task is to gain an understanding of how LIHNAPO and the urban Indian community fit into the broader regional economic and social context. Our analysis will be based on the SWOT analysis model created by Rural Development Initiatives, Inc. Our assessment will be used to create a picture of the current situation and probable future for LIHNAPO and its constituency. Essentially, this analysis will create a framework for developing housing, economic development and cultural/community development projects and alternatives.

Subtask 1: Synthesize all data collected including feedback from board and staff.

Subtask 2: Identify organizational strengths and weaknesses. Strengths are characteristics or assets which provide LIHNAPO a competitive advantage. Weaknesses are characteristics or liabilities which could limit LIHNAPO's ability to achieve its goals.
Subtask 3: Identify external opportunities and threats. Opportunities are based on external trends and expected future conditions that LIHNAPO can build upon to improve the community. Threats are external conditions that could jeopardize the community and, at the same time, provide motivation for action.

Subtask 4: Develop strengths, weaknesses, opportunities and threats (SWOT) matrices.

Subtask 5: Review all data collected and incorporate feedback from board retreat.

Subtask 6: Present findings to staff and board.

Methods: SWOT Analysis
Expected Products: SWOT matrices
Start Date: February 1, 1997
Completion Date: February 15, 1996
Task Leader: Marie Anderson

Task F: Develop Alternatives for Delta Park, Community Center, and Other Economic Development Strategies
The purpose of this task is to create alternatives that meet the goals and objectives of LIHNAPO. This task will draw on all previous tasks and the information they produced. Alternatives will be developed through a process of considering project models, or components of them, within the framework created by the SWOT analysis.

Subtask 1: Assess the alternatives LIHNAPO developed for Delta Park. Assess alternatives within the framework we have created and provide feedback on the challenges and opportunities the alternatives offer.

Subtask 2: Develop alternatives for a mixed-use community center.

Subtask 3: Develop alternatives for another project that meets the goals and objectives of LIHNAPO. The concept for this project will come from the survey of economic development models in Task C.

Expected Products: description of alternatives
Start Date: February 1, 1997
Completion Date: February 15, 1997
Task Leader: Marie Anderson

Task G: Develop Evaluation Criteria
The purpose of this task is to develop evaluation criteria that will be used to recommend specific alternatives for implementation by LIHNAPO. Working with LIHNAPO,
ORCA will develop the evaluation criteria based on feedback from the community meetings, information from interviews with community leaders and community/economic development professionals, and the SWOT analysis. These criteria will aid in the ranking and prioritizing of alternatives, based on their viability, funding potential and other factors.

**Expected Products:** evaluation criteria  
**Start Date:** February 1, 1997  
**Completion Date:** February 15, 1997  
**Task Leader:** Marie Anderson

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**Task H: Seek Feedback on Alternatives - Hold Open House**

The purpose of this task is to present the alternatives ORCA has developed to LIHNAPO board and staff, the urban Indian community, and the residents and business owners from the Kenton and St. Johns neighborhoods seeking feedback.

Subtask 1: Plan the logistics of holding the open house, including securing a location, setting a date, inviting the public, arranging for presentation materials, refreshments, etc.

Subtask 2: Develop the presentation, feedback mechanisms, and open house agenda.

Subtask 3: Hold the open house the week of February 17 - 22, 1997.

Subtask 4: Summarize feedback.

**Methods:** open house  
**Expected Products:** summary of feedback  
**Start Date:** January 15, 1997  
**Completion Date:** February 28, 1997  
**Task Leader:** Joddie Gray

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**PHASE III - PREPARE FINAL DOCUMENT**

**Task I: Develop Recommendations**

The purpose of this task is to make recommendations regarding the future direction of LIHNAPO. This will be done using the data gathered to date, community and board feedback, other available resources, time available, staff skills and the organization's capacity.

Subtask 1: Analyze the alternatives with the evaluation criteria from Task H in order to develop recommendations
**Subtask 2:** Write draft and get feedback from the board.

**Subtask 3:** Identify general action steps (if time allows)

**Methods:** data analysis, writing  
**Expected Products:** draft of plan with recommendation  
**Start Date:** February 15, 1997  
**Completion Date:** March 5, 1997 (contingent on board meeting time)  
**Task Leader:** Tracy Strickland

**Task J: Prepare Final Document of Plan**
Synthesize all previous products and other data collected to write a final strategic plan for LIHNAPO.

**Subtask 1:** Write final draft of strategic plan.

**Subtask 2:** Present to LIHNAPO Board for approval.

**Methods:** compiling information, writing document, meeting  
**Expected Products:** Strategic Plan for LIHNAPO  
**Start Date:** March 5, 1997  
**Completion Date:** March 10, 1997  
**Task Leader:** Mark Walhood
Timeline

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<td>Prepare Final Document</td>
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Relationship with Client

We are excited, honored, and challenged by our newly developed relationship with LIHNAPO. Because ORCA is composed of non-Indians, we are especially aware of the need for our project to closely reflect the needs, concerns, values and dreams of both LIHNAPO as an organization, and the urban Indian community as a whole. We realize that our planning activities and final report will be able to provide an effective and valuable guide for LIHNAPO only to the extent that it reflects these organizational and community concerns.
With this in mind, we propose that ORCA group members be involved with LIHNAPO on a weekly basis for feedback, constructive criticism, and clarification. This may consist of faxing or delivering documents to LIHNAPO for review, holding telephone conversations and meetings, and attending board and other community meetings when appropriate. This weekly communication will ideally occur at a time when ORCA has reviewed and compiled any particular weeks’ work. The specifics of ORCA’s communication with LIHNAPO will be clarified at project startup, including presenting each group member’s area of responsibility and how to contact her/him. While we will also depend on our technical advisors to guide our efforts, we recognize that focusing our activities so that they reflect the interests and goals of LIHNAPO is crucial.

As noted above, it is our goal to focus on work that is in pursuit of LIHNAPO’s interest. However, this may be limited by two factors, our primary obligation to the public interest and our need to fulfill requirements of the Planning Workshop Class. If such a conflict were to arise, we would immediately bring the issue to both the client and instructors, and make all efforts to resolve the issue to the satisfaction of those involved. In addition, if our group finds an issue to be beyond our professional competence, we will seek the input of an expert in that field. Finally, we will not reveal any information gained in our professional relationship that the client has requested be held inviolate.

D. Appendix

- Firm Profile

Internal Organization, Ethics and Code of Conduct
Organizing Resources for Community Action (ORCA) formed in an effort to fulfill the requirements of the Workshop Class in the Masters of Urban and Regional Planning Program at Portland State University (thus, this project is subject to the Workshop Class requirements and timeframe of December 1996 to March 10, 1997). ORCA is excited to work with LIHNAPO to develop a strategic plan for the organization and ultimately improve the quality of life for Native Americans in the Portland Metropolitan Region. We are motivated by our concern for communities that face poverty and diversity issues, as well as our own personal growth through this project.

Group consensus will be our primary decision making method; each member will have equal say in our philosophies and actions. Tasks will be divided equally and when possible taken by group members based on interest, expertise or the desire to learn something particular. A group member will be responsible for coordinating and monitoring the progress of each main task. In addition, ORCA has established two other crucial coordination positions, citizen participation coordinator and editor. Jodie Gray will be coordinating all citizen participation efforts. We felt it was necessary to have one
person coordinating all citizen outreach because it is dispersed throughout many tasks and is an important component of our process. Mark Walhood will be ORCA's editor. In this role he will monitor and collect written documentation to ensure that writing occurs throughout the process, as well as mesh these pieces into the product outline so that minimal writing, and mostly editing, will occur in the final phase.

Regular meetings will be established. At these meetings group members will take turns creating agendas, facilitating and taking minutes. A copy of any written material will be brought to each meeting for each group member. Open communication will be promoted within the group. Addressing internal process concerns and successes will also be part of each meeting, the goal being to incorporate feedback for the growth of our group members. Stress reducing activities will be scheduled as well.

**Group Ground Rules**
Decisions are made by group consensus.
We allow people to complete their thoughts.
We have a facilitator and note taker for each meeting.
We try to share in a circular pattern so that everyone has a chance to talk.
If we want to interrupt another person, we raise our hand.
We use active listening skills.
We have an agenda for each meeting and we allocate time for each item.
Each meeting includes time to catch up on events between meetings.
Each meeting includes time to debrief on group process.
We are flexible in our approach.
We have a sense of humor.

**Team Qualifications**
ORCA has experience working with diverse groups of people and offers expertise in non-profit administration, community outreach, and housing issues. As graduate students we bring a broad range of planning experience to this project. One of our unique strengths is our ability to tap both academic and professional resources. We are committed to delivering a high quality, creative product. We are taking a strategic approach to this project so that energy and resources are put to the best possible use.

**Marie Anderson**
Marie Anderson has a B.A. in Communication and a certificate in Mediation and Conflict Resolution from Marylhurst College. In her graduate studies at PSU she has chosen Community Development as her area of specialization. Marie has worked at the Southeast Uplift Neighborhood Program where she facilitated meetings, managed community problem-solving efforts and coordinated events. While at Southeast Uplift she worked with many community organizations and government agencies in the Portland area. Currently Marie has an internship at Metro in the Growth Management
Department where she has analyzed land use ordinances. She is also on the staff of the Oregon Community Development Training Initiative, sponsored by PSU’s School of Extended Studies.

**Marah Danielson**

Marah Danielson holds a Bachelors of Science Degree in Economics from Lewis and Clark College and is currently pursuing a Masters of Urban and Regional Planning at Portland State University. Her professional interests are geared towards integrating land use and transportation planning. Marah spent this past summer as an intern with the Multnomah County Transportation Division. This is her second year in the position of Teaching Assistant with the new general education program at PSU. In this position she has gained skills in group process and facilitation. Additional strengths include critical thinking and writing skills.

**Joddie Gray**

Joddie Gray has a B.S. in Geography and Anthropology from California Polytechnic University, Pomona. She has spent two years in the U.S. Peace Corps in Togo, West Africa where she learned cross cultural skills and community development. She has designed and facilitated several citizen participation efforts for local rural issues in Togo, including mobilizing the community to start a regional library. Joddie recently worked at HUD where she became knowledgeable of federal housing policies and low income housing grants. She currently works as a project intern at Pacific Rim Resources, a consulting firm, which specializes in public involvement. Her job duties include interviewing, gathering secondary data, project coordination and open house design.

**Ramona Ruark**

Ramona Ruark is currently pursuing a Masters in Urban and Regional Planning with a specialization in community development. She has over 10 years experience in the nonprofit sector working for a variety of organizations. Ms. Ruark brings skills in the area of nonprofit administration, fund raising, marketing, and management information systems. Her planning experience includes an internship with a local nonprofit community development corporation conducting a market analysis and identifying potential property for a low-income, limited-equity homeownership program. She also has experience conducting focus groups, research, and expert interviews.

**Tracy Strickland**

Tracy Strickland has a B.A. in Social Science from the University of North Carolina at Wilmington. Her specialization is community development. Tracy is presently a research assistant at the Regional Research Institute for Human Services at Portland State University. She is part of a research team that is evaluating two welfare reform programs, JOBS Plus and the Oregon Option Welfare Waiver Demonstration. As a research assistant, Tracy has participated in the development of research design, surveys, and interview guides. She is responsible for setting up and conducting individual and group interviews, as well as focus groups. She works with the research team to compile interview data with data from other sources, analyze the data, and to write reports.
Mark Walhood
Mark Walhood is currently a full-time, second-year student in the MURP program at PSU, and plans to graduate with a specialization in Community Development in June, 1997. He currently works part-time at the City of Portland Planning Bureau on the Region 2040 Compliance Team. This past summer he worked with the City of Oregon City on a background report on Land Use and Historic Resources for the Oregon City Regional Center Plan now being completed by a private consultant. Other recent planning experience includes a report on affordable housing policy for a community development corporation in Lebanon, Oregon. Mark brings strong organizational, writing, and computer skills to this project, as well as experience in interviewing, conducting focus groups, and the editing and proofing of group documents.

Personal Statements

Marie Anderson
I am excited to be involved in a project that can be of immediate and practical benefit to an organization that currently lacks the financial resources to create a strategic plan on their own. Working with the urban Indian community is a humbling prospect, because I know nothing about the community. At the same time I am excited about being part of an effort to strengthen an organization that serves an often overlooked group of people.

Marah Danielson
I am excited by this opportunity to work with LIHNAPO as the organization spreads its reach beyond housing into the area of economic development. Particularly, I am looking forward to developing a new perspective and awareness of inner north/northeast Portland and the region in which I grew up. I believe all aspects of planning should be focused on community development. Gaining a better understanding of cultural diversity issues of the region is essential to becoming a planner in the public interest. I hope to develop a good working relationship with LIHNAPO as we go through our planning process.

Joddie Gray
I am pleased to be given the opportunity to participate in this project. I am excited to learn how another culture functions in the urban community and how they work within the larger planning process. This project will give me the chance to combine what I have learned in my undergraduate education and the Peace Corps with my graduate education. I am also excited to work specifically with a Native American community and involve them in the planning process. I believe strongly in giving voice to the community and I feel this is a group that is often underrepresented. I look forward to working with LIHNAPO to learn more about this group of people, how they can better be served and providing them with necessary planning tools for the years ahead.
Ramona Ruark
I am interested in this project because it is an opportunity to provide resources to people who are typically under-represented and are not given a “voice” in most public planning processes. To me, community development is about building stronger communities and empowering people with information and skills to do so. This workshop project offers me an opportunity to help enhance LIHNAPO’s role in planning for its community. I hope to create a planning process that is culturally sensitive and appropriate for LIHNAPO and the urban Indian community in Portland.

Tracy Strickland
I am excited to be a part of this project because it will give me an opportunity to learn about the Native American culture both in the planning and general context. In my studies and at work I have gained a better understanding of the experience of someone who is low-income. This project will allow me to go one step further and add the complex component of cultural diversity. This understanding is essential for someone who plans to work in the field community development today considering the growing diversity in our urban areas. In addition, through this project I will learn about setting goals and planning for a non-profit organization, a crucial step in the development of an organization that will grow strong and have a positive impact on its community.

Mark Walbood
I initially found myself attracted to this project because I was energized by the idea of assisting with the development of a Native American Cultural Center in Delta Park. I also would like to be able to utilize some of my academic knowledge of community development activities, programs, and local initiatives to explore the linkages and related planning objectives of the public sector in relation to the regional Indian Community. I feel privileged to be able to work with this unique community, and hope that our efforts will assist, promote, and empower the work of LIHNAPO. Finally, I view working on this project to be a great opportunity to explore, understand, and advocate for the values of a community of which I am not necessarily a part, a skill and sensitivity that I feel should be part of any planning education.

♦ Class Responsibilities

ORCA views it’s responsibility to the other members of the Planning Workshop class, as well as to our professors, as being integral to the evolution of our project. We would like to gain feedback and input on our project from not only the weekly meetings with faculty advisers, but also on an ongoing basis from the other members of the class. We would like to periodically share information and current issues with other similar workshop teams, whether they be cultural or community-specific issues such as those that may parallel the Hispanic Hillsboro project, or broader similarities of planning intention between ours and other projects, such as with the Lents Gateway plan.
Aside from this information sharing and faculty input and supervision, we propose three specific strategies to address these goals:

- **Designate a rotating, weekly faculty check-in person** to head up ORCA staff meetings with Workshop professors Howe and Ozawa. This will provide ORCA staff with a designated contact person for that week's questions, suggestions, and issues to present to our faculty advisers.

- **Take a class Field Trip** to North Portland to familiarize class members with the facets of our project, including possibly a trip to the East Delta Park site, LIHNAPO housing projects, and/or the offices of LIHNAPO and AIAP.

- **Schedule two ORCA Updates** to present to the class during the term. These updates will serve to further share issues and our progress with the class, and to identify other information or linkages which may be found among Workshop class members.

**Commitment to Broader Public Interest**

While planning is always supposed to operate primarily to serve the public interest, this is not guaranteed. Sometimes, a planning process may serve part of the public interest, forgetting about or ignoring the needs of others. The main goal of our project is to work with one of the “other” groups, the urban Indian population. While many people in this group certainly fit into the “disadvantaged” category, our group will look deeper into this community to identify their assets. By focusing on their assets, yet recognizing their needs, we will invite them to work with us in developing a strategic plan for LIHNAPO. The outcome we hope to achieve through this strategic plan is a stronger organization, tied to a more unified urban Indian population. This outcome can lead to improved access to information on planning issues and the planning process for urban Indians. With better access, urban Indians have a greater opportunity to impact planning processes that affect their community as well as Portland as a whole.