



OREGON INNOVATION COUNCIL
2008
PERFORMANCE
REPORT

About this report

The Oregon Innovation Council (Oregon InC), its partners, beneficiary companies and communities, are pleased to present this, the council's first *Performance Report*.

The statute that created Oregon InC also directed it to provide annual reports to the Legislature on the status of each biennial innovation plan. This report adheres to the requirements of the law: it provides descriptions of the initiatives and their budgets, and articulates performance measures, benefits and timelines.

The initiatives presented as proposals in the *2007 Innovation Plan* are now active projects. Each has received its first funding installment and is moving forward. Some have been revised to accommodate changes in sponsors, markets and/or budgets that have occurred since initial proposals were approved.

Beyond compliance and accountability, this report reflects the kind of energy and excitement Oregon InC has enjoyed while putting the plan together and making it real. The level of commitment and collaboration demonstrated by the members and partners is amazing, and the council is awed by the ingenuity and innovation of our fellow Oregonians.

Oregon's innovation future looks bright. We can't, and won't, leave it to chance.

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WHY THE



OREGON INNOVATION COUNCIL (OREGON INC)

MATTERS TO OREGON



Mt. Bachelor

Innovation matters—to people, to firms and to places. People care about innovation because it reflects a human drive to explore, discover and move forward using ideas, relationships and resources to create better, faster and more inventive solutions to important challenges. Innovators start new ventures, create jobs, and most importantly, inspire new ideas that can become the genesis of major advances in human knowledge, development and commerce.

Firms and industries care about innovation because, for many, it is their most important competitive advantage. Those that can recognize market opportunities and address them quickly and effectively are more likely to grow and succeed than their counterparts. In an incredibly global 21st century economy, the stakes are bigger and the challenges more diverse than ever before.

Communities care about innovation because it is associated with good jobs, a reliable and sustainable public infrastructure, and diverse social, commercial and cultural resources that enhance residents' quality of life.

Governments care deeply about innovation because they are public stewards of places. They are concerned with innovation capacity—the ability to innovate not once, but over and over again, across industries and communities throughout jurisdictions. Places—states, regions, counties and cities—with unique strengths that can attract and cultivate innovative firms and top-notch talent will succeed in the new economy.

While Oregon has long recognized the importance of innovation to its long-term fiscal, social and environmental health, three years ago, the state decided to act.

In 2005, after recovering from a profound recession, the Governor and Legislative Assembly created the Oregon Innovation Council (Oregon InC). Established as a public-private partnership, Oregon InC was charged with developing a plan for investing in Oregon innovation and improving the state's economic competitiveness. Oregon InC crafted the first *Oregon Innovation Plan*.

In launching Oregon InC, state leaders made a commitment to innovation as a critical, next-generation economic development strategy. The vision laid out was compelling—attracting the energies and talents of the brightest minds in Oregon who gave over 1,200 volunteer hours to the challenge of drafting the first plan. The process they developed was inclusive, transparent and accountable.

Oregon InC was very clear about the intent of its work—strengthening the state’s innovation capacity. Toward that end, the council focused on:

- Leveraging Oregon’s unique commercial, intellectual and natural assets—a necessity in Oregon because it lacks the large, dense industry and professional networks of its larger and better-financed northern and southern neighbors
- Forging connections across agencies, departments, disciplines, industries, institutions and jurisdictions that would benefit from sharing new research, applying new technologies or simply joining forces to work on shared challenges

- Convening key public and private stakeholders in Oregon’s innovation “ecosystem”—including inventors and investors—to remove barriers to commercialization and technology transfer, and to catalyze new ideas and entrepreneurial ventures.

While other states lament the decline of federal support for infrastructure and basic research, Oregon has stepped forward, confident that Oregonians will more than return the investment by applying skills and ingenuity in ways that make a difference.

And as the contents of this inaugural report attest, Oregon is already beginning to see this strategy bear fruit.

In summary, Oregon InC matters to Oregon because innovation matters to Oregonians.

“The Oregon Innovation Council is a critical part of Oregon’s strategy to diversify and strengthen economic opportunity for industries across the state. The work over the last year has already started producing meaningful results that will have long-term impacts on Oregon’s economy and I am confident that, over time, the council will help Oregon reach its economic potential.”

—Governor Ted Kulongoski



Bill signing ceremony

OREGON'S FIRST INNOVATION PLAN

Oregon InC seeks to increase the state's innovation capacity and grow a more competitive Oregon economy. The partnership's intended outcomes include:

- Higher wages
- New high-wage jobs
- Improved research and technology transfer capacity
- Increased availability of capital (venture, seed, private)
- Increased exports (of high-value goods and services)
- Improved rural employment opportunities
- Global leadership in emerging key sectors
(nanotechnology, alternative energy, bio-based products)

During its inaugural year (2006), 50¹ top executives, university provosts, venture capitalists and legislators, with support from the Oregon Economic and Community Development Department, began crafting the first *Oregon Innovation Plan*.

Oregon InC saw itself as a catalyst of innovation across key industries and an investor in Oregon's economic ecosystem—it was not “picking winners,” but investing in ways intended to increase the state's overall innovation capacity. Additionally, the council played an important convening role, engaging industry leaders, practitioners, researchers and others who could help advance an innovation agenda.

Council members pursued a deliberate process to guide the development of the *Innovation Plan*.

First, the council agreed to focus its innovation efforts on industries in which Oregon holds a unique competitive advantage and for which there are significant global market opportunities.

Second, the council prioritized investments in select, high-value research centers (“Signature Research Centers” or SRCs) that could serve as important connectors. SRCs bring people, firms and resources together with ideas around specific research agendas linked to Oregon's unique human, organizational and natural assets. Rooted in the idea that “the whole can be greater than the sum of its parts,” Oregon's model is defined by collaboration among multiple research institutions including Portland State University, Oregon State University, the University of Oregon, Oregon Health and Science University, the Oregon Institute of Technology and the Pacific Northwest National Laboratory. This unprecedented collaboration enables our small state to generate enough “critical mass” to be competitive with powerhouse research states like California and Massachusetts.

Finally, the council determined that a rigorous competitive process in which investment proposals were solicited from industry partnerships would be the most effective way to ensure openness and transparency, and attract the most promising investment opportunities.

¹A complete list of council members and their affiliated firms, industries, organizations or institutions comprises Appendix A of this report.



The Investment Package

During the 2007 legislative session, Oregon InC recommended a package of ten initiatives to the Governor and Oregon Legislature: eight required direct investment and two others required legislative action. By the close of the session in June 2007, the Legislature passed two bills and a \$28.2 million package that included investments in seven programs aimed at supporting innovation in both established and emerging industries.

In support of Oregon's **established** industries, the *Innovation Plan* included:

- **A Manufacturing Competitiveness Initiative**—A \$2.87 million investment intended to expand the Oregon Metals Initiative matching grant program and increase research and development capacity at Portland State University through enhanced training opportunities and new laboratory equipment, and improved collaboration around manufacturing across the Oregon University System.
- **A Food Processing Initiative**—A \$3.43 million initiative aimed at retaining jobs in food processing by helping Oregon producers expand markets, increase efficiency and pioneer developments in food packaging and processing.
- **A Seafood Industry Initiative**—A \$900,000 investment that promised to help seafood harvesters and processors use innovation to maximize economic returns for their businesses and rural communities while sustaining Oregon's valuable marine resources.

To support innovation in a the **emerging alternative energy industry**, the *Plan* included:

- **A Wave Energy Initiative**—An initial investment of \$4.2 million to help Oregon create a first-in-the-nation network of offshore devices capable of carrying power to the electrical grid, leading to the cultivation of a thriving and innovation-driven wave energy industry on the Oregon coast over the next two decades. Oregon has been identified as one of only a few ideal sites in the world (and the only one in the US) for harnessing powerful deep ocean waves to generate electricity.

In support of Oregon's commitment to **high-caliber research and development**, the *Innovation Plan* also called for investments in three Signature Research Centers (SRCs). Establishing SRCs in Oregon is a critical strategy for leveraging public and private intellectual, commercial, natural and institutional assets in ways that accelerate discovery and create networks of innovation from which all Oregon industries can benefit.

- **The Oregon Nanoscience and Microtechnologies Institute (ONAMI)**. A \$9 million investment in ONAMI, the state's first signature research center, that focuses on the commercialization and application of the center's technologies across a wide variety of industries. Established in 2003, ONAMI has already generated a return of ten federal dollars for every state dollar invested in research.

- **The Oregon Bio-economy and Sustainable Technologies Center (BEST).** Focused on research and development in clean energy, bio-based products and green building industries, the center's \$2.5 million seed grant will leverage ONAMI technologies and create new bio-based products and sources of alternative energy from forests (and forest products) and agricultural land, building on Oregon's current reputation as a global leader in renewable energy.
- **The Oregon Translational Research and Drug Development Institute (OTRADI).** The state's \$5.25 million seed grant will help provide access to drug development commercialization and business support that smaller firms cannot afford—including screening, pre-clinical modeling and chemical libraries—to help bridge the gap between research and product development around infectious diseases.

Finally, in support of **increasing Oregon's innovation capacity**, the *Plan* included two state investment initiatives:

- **A University Venture Development Fund.** Senate Bill 582—passed unanimously by the 2005 Legislature—permits each university in the Oregon University System to solicit contributions from donors (up to a total of \$10 million) to establish a university venture fund. Oregon Health and Science University can raise up to an additional \$4 million for this purpose. Donors are awarded tax credits for up to 60 percent of the amount donated. Funds will support entrepreneurship training and education, proof-of-concept research and university-derived start-up companies.
- **Expanded Authority for the Oregon Growth Account.** Promoting growth among new and emerging businesses in key industries in Oregon requires increasing the availability of seed and early stage capital. Senate Bill 579 is designed to help by granting the Oregon Growth Account (OGA) Board the authority to make early stage investments within emerging Oregon firms.

A signature research center is a collaboration between multiple universities, research institutions and private industry to conduct cutting-edge research in an area where Oregon has a competitive advantage.



Yanyun Zhao, food technologist at Oregon State University, coats fresh strawberries with a new microfilm. Photo courtesy of Oregon State University.

Key Milestones

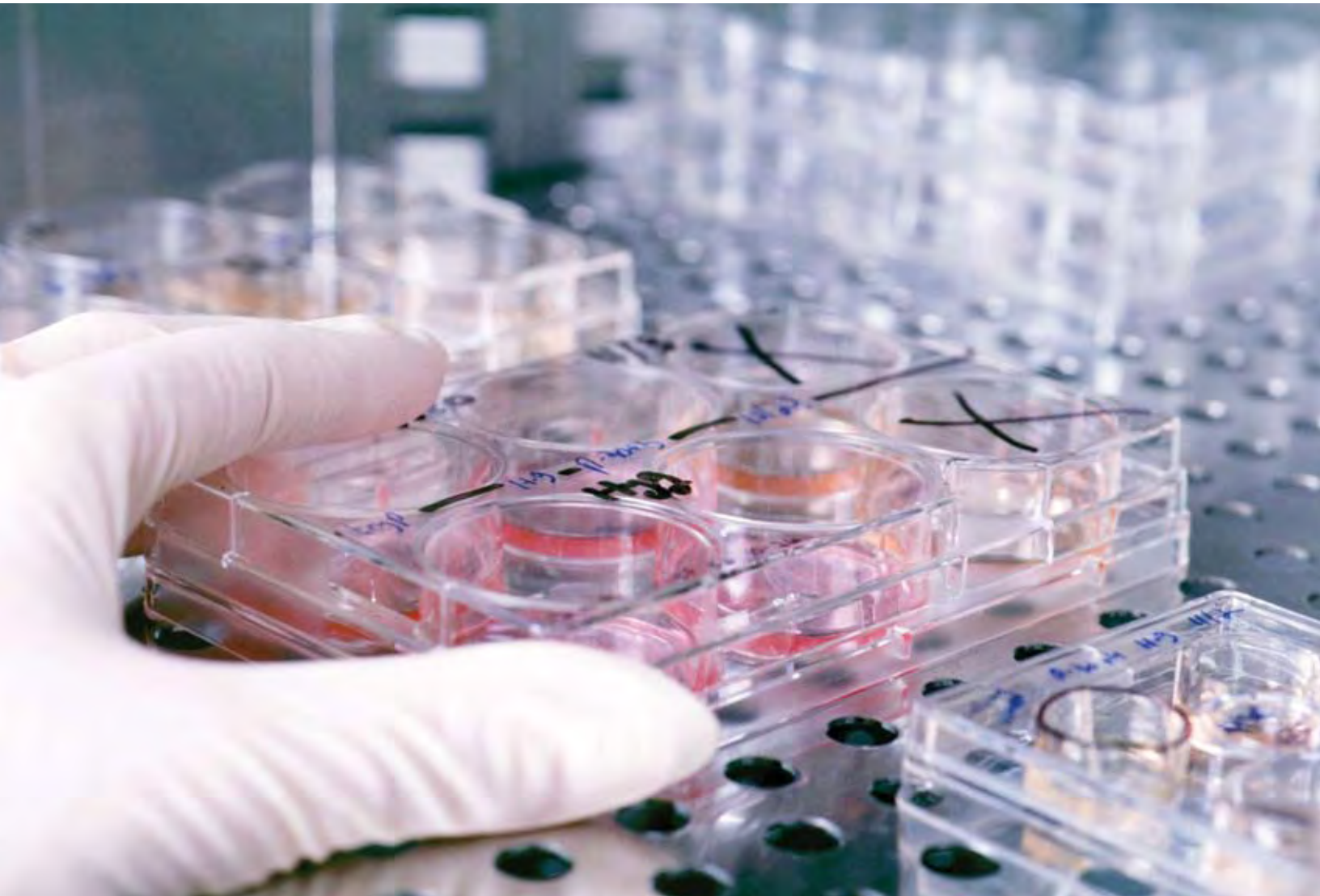
The investment package represent Oregon's first intentional public investment in innovation. These projects are governed by clear objectives and explicit milestones reflected in binding contracts. Oregon InC expects that changes will occur as market conditions fluctuate or new discoveries are made. The council is awed by the bold milestones each initiative has put forth, impressed by the commitment of their principle architects, and confident in their ability to invent industries, create jobs and cultivate top-notch talent across the state.

A robust description of each initiative's performance measures and the economic benefits gained are found in Appendix C. Quarterly reports on the performance measures from each initiative are provided to Oregon InC and are available online at www.oregoninc.org.

Accountability and Oversight

To ensure that state resources are invested wisely, Oregon InC established an **Audit and Accountability Committee** and charged it with managing the process of disbursing funds, managing performance and ensuring accountability.

First, the funding for each initiative is disbursed through contracts administered by the Oregon Economic and Community Development Department (OECDD). Each of the contracts includes performance measures established by the Legislature, and milestones and deliverables negotiated by Oregon InC. The Audit and Accountability Committee, the Department of Justice and the voting members of Oregon InC review and approve all contracts prior to final execution by OECDD.



OECD distributes quarterly payments for the three signature research centers (OTRADI, ONAMI, BEST) and the Manufacturing Initiative, and on a semi-annual basis for the Wave Energy, Food Processing and Seafood initiatives.

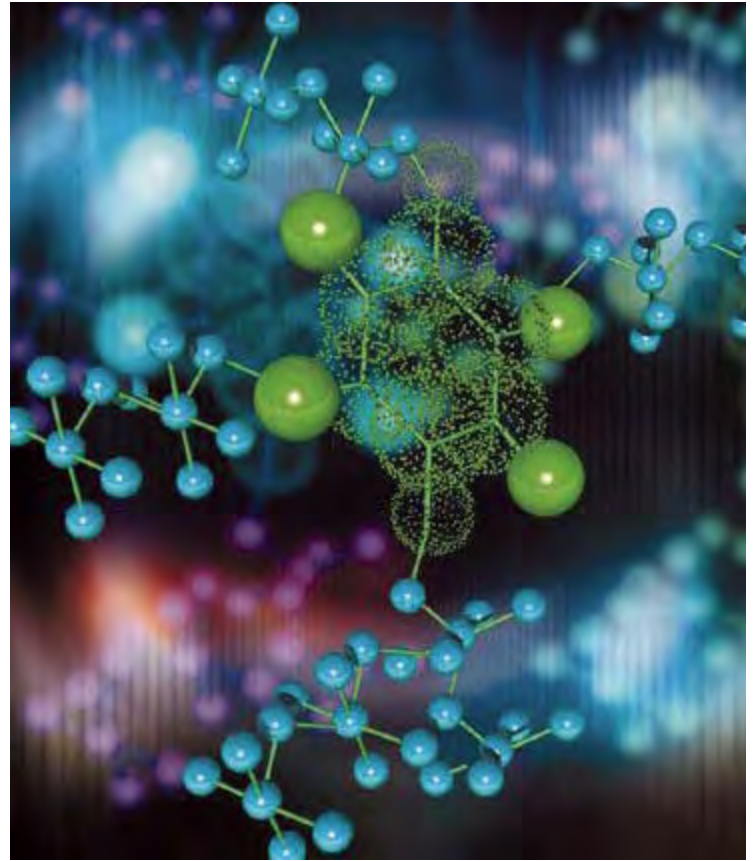
Second, all initiatives are required to have an Oregon InC representative on their boards of directors who serves as the liaison to the Audit and Accountability Committee. OTRADI, ONAMI, BEST and the Wave Energy Initiative also are required to have a legislator on their boards.

Third, as a condition of funding, each initiative is required to submit quarterly performance and fiscal reports to the Audit and Accountability Committee. At a minimum, the quarterly performance and fiscal reports include:

- A summary of the accomplishments, including progress toward negotiated milestones and performance measures
- Projected expenditures and progress toward milestones and performance measures for the next reporting period
- Data on actual expenditures

The council has the ability to suspend or terminate funding, following corrective action planning, if the initiative is not making progress toward its defined milestones. The process is described in Appendix D.

The level of transparency and accountability that Oregon InC has embedded into the planning and management process will ensure resources are invested wisely and increase the likelihood of the plan's success. During 2008, Oregon InC will continue to evaluate proposals and seek innovative new investments for future years, but the number one priority is to ensure the success of the current initiatives. The council's aim is to incubate the initiatives until they can each stand on their own, enabling the state to invest in next-generation "great ideas."



In 2009, Oregon InC will develop and recommend its second *Oregon Innovation Plan*. Through this biennial development strategy, the council will:

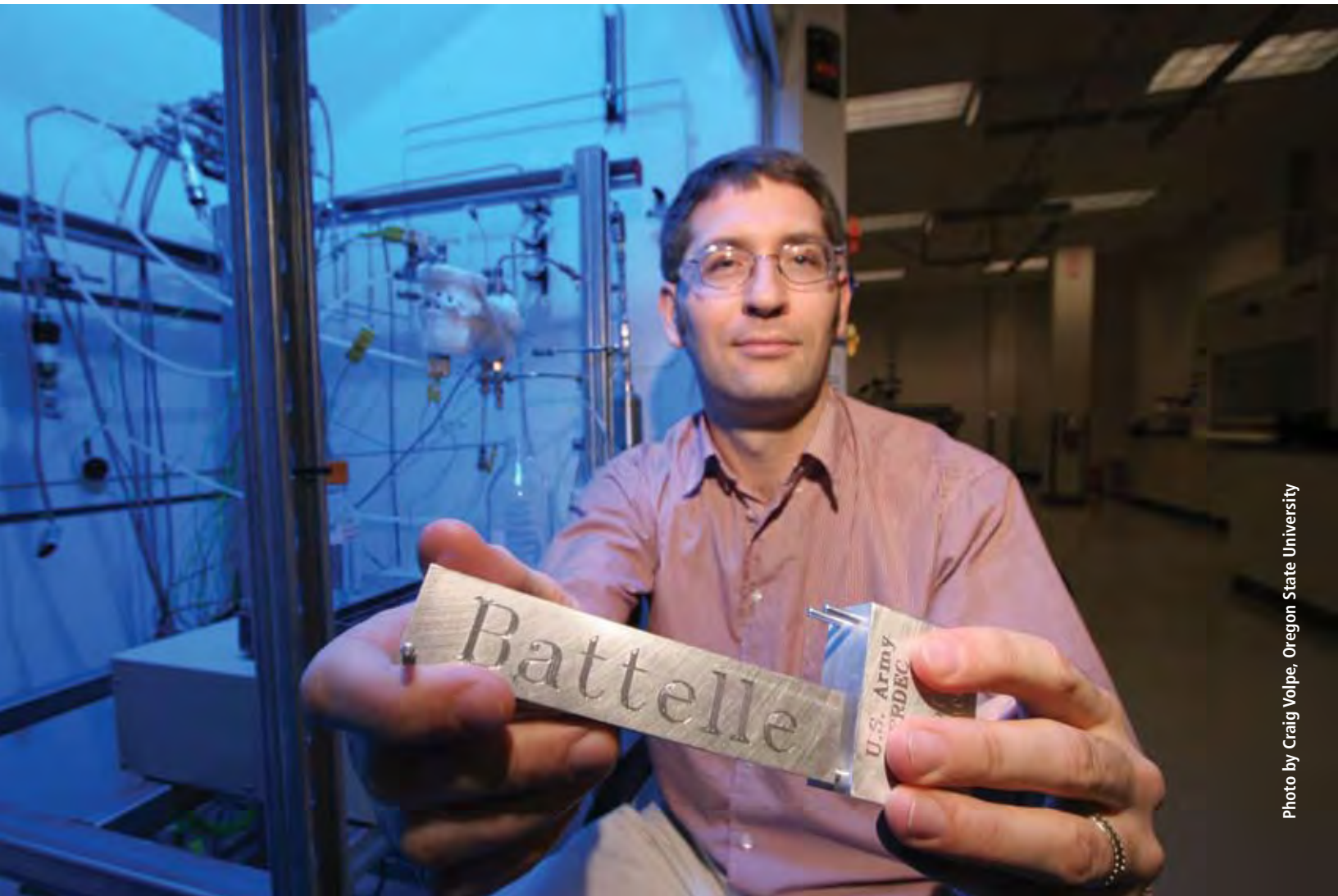
- Provide Oregon's leaders with insight into important competitive trends and the new global opportunities that will shape the state's economic future
- Employ Oregon's highest caliber talent and leadership to ensure that the state invests its limited resources in ways that will generate the highest economic return for Oregon residents, businesses and communities.

The hallmark of the Oregon Innovation Council is—and will continue to be—accountability. In order to sustain the success of Oregon's innovation agenda, it will be critical to communicate the progress and results of the current *Innovation Plan* initiatives along with the new ideas that come in the future. Oregon InC looks forward to working with state, council and initiative partners to communicate the *plan's* results to its key investors—Oregonians.

MOVING FORWARD

Never before has Oregon engaged in this way innovation-based economic development. The groundbreaking effort witnessed a non-partisan, public-private partnership solicit economic development proposals from throughout the state, rigorously evaluate and improve them, submit the state's first *Innovation Plan* to the Oregon Legislature, and implement the funded package. This model—and its high degree of accountability and transparency—was commended by the Legislative Assembly during the session and is being used to inform more traditional economic development efforts.

By creating a process and a forum for competitive vetting of university and industry proposals, the council became a catalyst for cross-sector groups to coalesce and “think big” about how they could improve Oregon’s global competitiveness. The council also provided a clear avenue into the state legislative process for groups that were previously unsure how to obtain public support or influence policy around their areas of expertise; the council’s vetting and endorsement of the initiatives included in the plan greatly increased their credibility and ultimate success in obtaining state funding. The council heard both from groups that were included in the final *Innovation Plan* and those that were **not** that the exercise of preparing and submitting proposals for the council, in and of itself, added significant value for the participants.





One year later, successful proposals have been incorporated into the *Oregon Innovation Plan*, received their first investments, and are moving forward—in fact, some are already delivering results.

Looking forward, the council recognizes that its continuing success will be tied to the progress of each of the initiatives included in the *Innovation Plan*, as well as the ability of the council to demonstrate to the Legislature exactly what the state's investment is buying, including jobs, leveraged resources, new firms and other outcomes of economic value to the state.

Oregon Innovation Council members are inspired by the talent and ingenuity reflected in the funded initiatives, confident in the state's approach to cultivating innovation, and proud of their cross-disciplinary, collaborative work.

Oregon is up to the innovation challenge that has been set.

Oregonians should expect nothing less.

APPENDIX A

LIST OF OREGON INC MEMBERS (AND THEIR AFFILIATIONS)

Voting Members

David Chen (Chair), Equilibrium Capital
Mark Edlen, Gerding Edlen Development
Matt Donegan, Forest Capital Partners
Fred Ziari, Engineering and Technology Industry Council
Randall Edwards, Oregon State Treasurer
John Morgan, HemCon, Inc.
Terry Oftedal, YoCream International
George Pernsteiner, Oregon University System
Camille Preus, Department of Community Colleges and Workforce Development
Bob Repine, Oregon Economic and Community Development Department
Steven Stadum, Oregon Health and Science University
Ryan Deckert, Oregon Business Association
Rich Bader, EasyStreet Online Services

Non-Voting Members: Legislators and Ex-Officio

Senator Betsy Johnson, State Senate District 16
Senator Frank Morse, State Senate District 8
Representative Tobias Read, State House District 27
Representative Vicki Berger, State House District 20
Ann Bunnberg, International Trade Commission
Kevin Matheny, Oregon Independent College Foundation
Kirby Dyess, State Board of Higher Education
Wally Van Valkenburg, Oregon Economic and Community Development Commission
Duncan Wyse, Oregon Board of Education, Oregon Business Council
Allen Alley, Office of the Governor

Technical Advisors

James Bean, College of Business, University of Oregon
Chandra Brown, Oregon Ironworks
John Cassidy, Research, Oregon State University
Rick Warren, IBM
Scott Dawson, School of Business Administration, Portland State University
Dan Dorsa, Research, Oregon Health and Science University
Wayne Embree, Reference Capital
Steve Emery, Earth20, OECD Commissioner
Bill Feyerherm, Graduate Studies, Portland State University
Michelle Girts, EnTranRight LLC
Ilene Kleinsorge, College of Business, Oregon State University
Donald Kraemer, Jr., Schwabe Williamson & Wyatt
Jon DeVaan, Microsoft
Rich Linton, Resesarch, University of Oregon
Bill Newman, Northwest Technology Ventures
Rod Quinn, Pacific Northwest National Laboratory
Adrian Roberts, Battelle
Sheila Martin, Portland State University
Steve Eichenlaub, Intel Capital
David Almodovar, Credit Suisse
Tim Stout, Oregon Health and Science University
Bill Campbell, Ater Wynne
Steve Rice, Umpqua Bank
John Wilson, Beef Northwest
Pat Becker Jr., Becker Capital Management
Don Gerhart, Technology Transfer Office, University of Oregon
Tom Sass, Gunderson
Gordon Hoffman, Northwest Technology Ventures

APPENDIX B

OREGON INC FUNDING

	Originally requested	Legislatively funded
Emerging/Established Industry Initiatives:		
1. Ocean Wave Energy	\$5.2M	\$4.2M
2. Food Processing	\$3.7M	\$3.432M
3. Seafood	\$900,000	\$900,000
4. Manufacturing Competitiveness	\$3.372M	\$2.872M
5. Innovation Accelerator (not funded)	\$5M	\$0
Signature Research Center Initiatives:		
6. Oregon Nanoscience & Microtechnologies Institute (ONAMI)	\$10M	\$9M
7. Bio-Economy & Sustainable Technologies (BEST) Center	\$3M	\$2.5M
8. Oregon Translational Research and Drug Development Institute (OTRADI)	\$7M	\$5.25M
Policy Initiatives:		
9. Expand Oregon Growth Account	\$0	\$0
10. Revise University Venture Development Fund	\$0	\$0
TOTAL	\$38.172 Million	\$28.154 Million

APPENDIX C

PERFORMANCE MEASURES & KEY MILESTONES

This table demonstrates the performance measures and key milestones that each initiative will be measured by during the 2007–09 biennium. Additionally, Oregon InC and the Legislature expect the following from each initiative: first, leveraged dollars that will help stretch Oregon InC resources; and second, successful commercialization resulting in a combination of new jobs, retained jobs, new Oregon-grown firms, new (relocating from out-of-state) firms and increased state revenue derived from these outcomes.

Quarterly reports on the performance measures from each initiative are provided to Oregon InC and available online at www.oregoninc.org.

ONAMI

Oregon Nanoscience and Microtechnologies Institute

Overall Performance Measures:

1. Number of technologies or products developed in partnership with ONAMI affiliates that are commercialized by Oregon companies.
2. Number of Oregon companies assisted by ONAMI to raise at least \$20M in private capital.

Key Milestones:

1. By July 2009, hire between 4 and 6 world-class researchers leveraged with contributions from ONAMI affiliates.
2. Raise at least \$40 million in new federal and private funding by July 2009.
3. Advance 3 to 8 technologies, developed by companies assisted by ONAMI, to venture-ready stage by July 2009.
4. Generate between \$200,000 and \$500,000 in technology licensing revenues and/or equity value growth in companies assisted by ONAMI by July 2009.

OTRADI

Oregon Translational Research and Drug Development

Overall Performance Measures:

1. Revenue (in millions of dollars) generated by royalties and licenses for research conducted by OTRADI; and increase (by percentage and in millions of dollars) the amount of federal, private and foundation funding for R & D in drug discovery and infectious diseases.

Key Milestones:

1. Select a site and establish the high-throughput screening (HTS) facility by July 2008.
2. Assemble phase I of the “Oregon Collection,” comprised of chemical and biological compounds for screening by July 2008.
3. Conduct 3 to 6 screenings of the “Oregon Collection” by January 2009.
4. Advance 1 to 3 target and/or lead compounds for infectious diseases to the licensing ready stage by July 2009.
5. Bring in an estimated \$1 million in revenue from service contracts, federal grants, licensing revenue, royalties and other sources by July 2009.

BEST

Bio-Economy and Sustainable Technologies

Overall Performance Measures:

1. Measurable increase (by percentage and in \$) in the volume of research in the areas of bio-fuels, bio-products and/or green building conducted in Oregon.
2. Number of technologies developed in partnership with BEST that are commercialized by Oregon companies; and leverage of federal and private funding

Key Milestones:

1. Obtain \$1 million in additional support for BEST from foundations by December 2008 for organizational development.
2. Have 5 to 8 research projects in the key focus areas underway by July 2009 with outside funding from the federal government, private industry and other sources of \$5 million.

Overall Performance Measures:

1. Generation of clean, renewable energy from ocean wave energy facilities on the Oregon coast.

Key Milestones:

1. Increase public awareness of the benefits of wave energy and align stakeholder efforts to develop a wave energy industry in Oregon.
2. Direct environmental, economic and social studies and projects to support regulatory streamlining for two commercial projects under the Federal Energy Regulatory Commission (FERC) license program.
3. Assist development of new wave energy technologies at OSU's Wave Energy Center and its deployment of new wave generators in 2008.
4. By June 2009 assist to site one 2-megawatt commercial site connected to the electric grid; by 2025 assist in the installation of 500-megawatts total capacity off the Oregon coast.
5. Establish a wave energy industry with new companies, new jobs and new state revenues in Oregon.

Overall Performance Measures:

1. Measurable productivity enhancements (in millions of dollars) for Oregon companies and/or the adoption of new technologies.

Key Milestones:

1. Complete 10 individual plant productivity/innovation projects by July 2008 with estimated annualized productivity enhancements of \$2.6 million.
2. Complete an additional 15 individual plant productivity/ innovation projects with estimated annualized productivity enhancements of \$3.9 million by July 2009.
3. Add or retain 55 direct jobs with wages and benefits of \$1.94 million by July 2008.
4. Add or retain a total of 148 direct jobs with wages and benefits of \$5.92 million by July 2009.

Overall Performance Measures:

1. Measurable jobs retained and jobs created in Oregon's seafood industry.

Key Milestones:

1. Raise \$1.7 million from foundations, federal grants and private industry to leverage the state's investment by July 2010.
2. Help to retain and create 100 jobs in the seafood industry by July 2008.
3. Help to retain and create 150 additional jobs in the seafood industry between July 2008 and July 2009.
4. Help to retain and create 200 additional jobs by 2010 for a total of 450 jobs retained or added with aggregate annual wages of at least \$20 million by 2010.

Overall Performance Measures:

1. Measurable increase (by percentage and in millions of dollars) in the volume of applied manufacturing research conducted at Oregon Universities.

Key Milestones:

1. Hire two new faculty members with expertise in materials or related fields by July 2009.
2. Generate 50% increase in applied manufacturing research volume from federal sources by July 2010.
3. Materially contribute to the development of 10 new products or process innovations by July 2011.
4. Generate a 10% increase in PSU mechanical/civil and materials engineering enrollment by July 2012.
5. Generate \$500,000 increase in private industry match for applied research by July 2009.

APPENDIX D

AUDIT AND ACCOUNTABILITY MEMBERS & CORRECTIVE PROCESS SUMMARY

Corrective Process Summary

In the event that an initiative funded through Oregon InC fails to perform as expected, the Audit and Accountability Committee has established the following corrective action process:

- If an initiative is not meeting the performance measures established in the contract, the Oregon InC designee on the initiative's board of directors notifies the Audit Committee in the quarterly report.
- The Audit Committee provides the initiative a timeframe for addressing problem issues, informs the Oregon InC Executive Committee, and works with the Oregon InC board designee to develop a remediation plan.
- The Oregon InC Executive Committee notifies OECD Commission if any initiative is under-performing and briefs the commission on the plan for resolution.
 - Corrective Action Step #1 (informal): Audit committee advises the initiative on the corrective action to be taken, including a deadline by which the actions must be completed. Liaison monitors and reports back.
 - Corrective Action Step #2 (formal): If the initiative continues to be non-compliant, the Audit Committee can recommend (in writing) to OECD Commission that funding be suspended. Also must notify initiative of this recommendation. A formal remediation plan is then developed by the Audit and Accountability Committee. At any time after written notification of termination, funding can be recommended; final determination is made by OECD Commission.
- Oregon InC and the OECD Commission jointly notify the Legislature (via the appropriate interim committee) of the decision to terminate funding should this become necessary. At the end of the biennium, any unexpended funds would be returned to the Legislature.

The members of the Audit Committee include:

John Morgan, CEO, HemCon (Chair)

Allen Alley, Deputy Chief of Staff, Office of the Governor

Michelle Girts, EnTranRight, LLC

Steve Stadum, Chief Administrative Officer, OHSU

Sheila Martin, Director, Institute of Portland Metropolitan Studies

Ryan Deckert, President, Oregon Business Association

Senator Betsy Johnson

Senator Frank Morse

Representative Tobias Read

Representative Vicki Berger



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