



State of Oregon

Economic Revitalization Team

Biennial Report to the
76th Legislative Assembly

January 2011

Prepared by Governor's Office
Economic Revitalization Team

Economic Revitalization Team (ERT) Mission: To help local governments and businesses increase economic opportunity and help state agencies improve government accountability by focusing on customer service, partnership and results.

The ERT is:

- *The Governor's Office*
- *Oregon Department of Agriculture (ODA)*
- *Oregon Business Development Department (OBDD)*
- *Department of Consumer and Business Services (DCBS)*
- *Oregon Department of Energy (ODOE)*
- *Department of Environmental Quality (DEQ)*
- *Oregon Housing & Community Services (OHCS)*
- *Department of Land Conservation and Development (DLCD)*
- *Department of State Lands (DSL)*
- *Oregon Department of Transportation (ODOT)*
- *Oregon Water Resources Department (WRD)*

Executive Summary¹

Over the last two years, the Governor's Office and agencies continued a focus on bringing people together, sharing information, developing partnerships, coordinating the efforts of state agencies, and providing targeted state assistance to local governments and businesses. The ERT coordinates and mobilizes state assistance to help communities and businesses move high-priority economic and community development projects forward. The ERT also provides assistance to help communities develop and implement strategies for enhancing their economic preparedness. Through these efforts, the ERT provides a point of access into the Governor's Office and state government, giving voice to the needs of communities from all around Oregon.

In creating the ERT, the Oregon Legislature fostered an integrated approach to economic and community preparedness and a change from the traditional structure of state government where programs often were created and operated in silos. Governor Kulongoski readily embraced the ERT approach from early on in his administration and made certain that the ERT remained an effective tool for integrating state and local efforts to respond to and prepare for economic opportunities. The ERT has played an important role helping communities and businesses meet their obligations to address protections for the public and the environment while delivering projects benefiting Oregonians. The ERT has developed into an effective service delivery and problem-solving framework with bipartisan support.

¹ Any member of the Legislative Assembly or any other person wanting a copy of the full ERT report should contact the ERT Office at 503-986-6522. Alternatively, the report is available for downloading at the ERT website: http://governor.oregon.gov/Gov/ERT/Additional_Resources.shtml.

Governor Kulongoski has described the ERT as one of the strongest, most responsive, and effective tools created by state government, and he points to a cornerstone of the ERT approach – its promotion of work in partnership with cities, counties, and businesses – as the key to the ERT’s success. The ERT’s efforts vary region-to-region and among communities assisted, being responsive to local and regional needs. The common thread is that all efforts have an underpinning of strengthening the critical partnership between local and state governments and recognizing the importance of providing strong customer service to all public and private sector partners.

As someone who has relied on the ERT for 8 years, I strongly recommend continued support for this important effort. The ERT recognizes the fundamental importance of solid relationships between state and local governments and with business partners. State agencies and communities from all corners of Oregon have benefitted time and time again from ERT assistance. The ability to coordinate and work successfully across jurisdictional lines and through partnerships is essential to keeping Oregon competitive now and in the future.

- Governor Theodore R. Kulongoski, November 2010

The ERT’s direct connection to the Governor’s Office and the leadership and commitment of the ten ERT state agency directors are critical aspects of the ERT approach. But another incredibly important key to the ERT’s effectiveness lies with its network of nine multi-agency, regional teams, each comprised of senior staff from the ten ERT agencies. The regional teams are led by the ERT Regional Coordinators, i.e. the Governor’s field staff. The ERT Regional Coordinators serve as ombudsmen to local governments and businesses and facilitate state agency coordination. The ERT executive leadership team relies on the ERT Regional Coordinators and regional teams to seek out opportunities for working with communities and businesses. The teams foster development of partnerships, all while achieving a balance in promoting statewide initiatives and being nimble and responsive to local and regional priorities.

The ERT’s 2011 Biennial Report to the Oregon Legislature includes many details about how the ERT operates, its role in regulatory streamlining, what customers think about the ERT, and numerous examples of positive outcomes resulting from the efforts of ERT representatives and partners. The report speaks to how the ERT works to help local communities and businesses become better-positioned to take advantage of current and future opportunities. This report also highlights the contributions made under the ERT rubric by many individuals representing numerous organizations but all working together for the benefit of Oregon communities and citizens.

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Frequently Used Acronyms List

- ACOE = Army Corps of Engineers
- AOC = Association of Oregon Counties
- DAS = Department of Administrative Services
- DCBS = Oregon Department of Consumer and Business Services
- DEQ = Oregon Department of Environmental Quality
- DLCD = Oregon Department of Land Conservation and Development
- DSL = Oregon Department of State Lands
- EO = Executive Order
- EOA = Economic Opportunity Analysis
- ERT = Economic Revitalization Team
- FY = Fiscal Year
- HB = House Bill
- LOC = League of Oregon Cities
- OBDD = Oregon Business Development Department
- ODA = Oregon Department of Agriculture
- ODFW = Oregon Department of Fish and Wildlife
- ODOE = Oregon Department of Energy
- ODOT = Oregon Department of Transportation
- OHCS = Oregon Housing and Community Services
- ORS = Oregon Revised Statutes
- SB = Senate Bill
- TGM = Transportation and Growth Management Program
- UGB = Urban Growth Boundary
- WRD = Oregon Water Resources Department

Purpose and Organization

The ERT Office has prepared this report to provide information to state legislators and other interested parties about the role of the ERT and its activities during the 2009-2011 biennium. This report fulfills the requirement to report found at ORS 284.555. The report addresses the ERT's mission, structure, processes, and performance during the biennium. Case studies illustrate how the ERT promotes cross-agency dialogue, a problem solving mindset, and partnerships with local governments and others. The case studies help to illustrate the benefits and challenges of implementing a coordinated approach to economic and community development. Also included is an overview of state government efforts related to regulatory streamlining included pursuant to Executive Order 09-10-Regulatory Streamlining. The report concludes with a look at key issues and what the future may hold for the ERT and regulatory streamlining efforts within state government.

This report contains the following chapters:

1. Background: ERT Role & Structure
2. ERT Performance Management
3. ERT Case Studies: Economic and Community Development Projects
4. ERT Case Studies: Convening/Coordinating/Providing Access
5. Additional ERT Highlights
6. Regulatory Streamlining Report
7. Summary for the 09-11 Biennium

CHAPTER 1. Background: ERT Role & Structure

The ERT's Role

The ERT is a well established forum where the Governor's Office engages state agencies, local governments & other partners to problem-solve on economic and community development issues and projects. The ERT fosters an integrated, holistic approach to economic preparedness by challenging the existing organizational structure of state government. The ERT approach is one of looking for connections and common purpose across diverse agency programs. The ERT convenes and coordinates state agencies to problem solve, build partnerships, and focus on results. The ERT approach strengthens Oregon's competitiveness and preparedness by enhancing the ability of individual communities and regions to access information and resources that in turn helps them address their key needs and issues.

The ERT evolved from what started as the Community Solutions Team under the Kitzhaber administration, developing under direction provided by the Oregon Legislature² and Governor Kulongoski and now encompassing ten state agencies. In 2003, the Legislature formally established the ERT in statute. The key statutory direction for the ERT is as follows³:

- *"The Governor shall establish the [ERT] in the office of the Governor for the purpose of coordinating and streamlining state policies, programs and procedures and providing coordinated state agency assistance to local governments."*
- *"[The ERT shall] give priority to expediting permits or other actions necessary for development projects proposed for a site identified for industrial or traded sector development...", and*
- *"[The ERT shall] take actions that are necessary to facilitate the implementation of the state economic development strategy developed under ORS 284.570..."*

The ERT mission is to help local governments and businesses increase economic opportunity and help state agencies improve government accountability by focusing on customer service, partnerships and results. Primary goals of the ERT are to: (1) respond to immediate economic opportunities, (2) mobilize resources in response to locally identified needs for assistance, and (3) lead efforts to coordinate state response and permitting for high priority economic & community development projects. The ERT's goals and strategies as articulated for the 09-11 Biennium (see Figure 1 on page 9) reflect the ERT way of doing business with local governments and other partners.

² Oregon Legislature, 2003, House Bill 2011.

³ Oregon Revised Statutes, 284.555 and 284.560.

Success in advancing economic and community preparedness very often depends on the ability of state and local governments to achieve alignment of numerous, interconnected variables such as land use, transportation, municipal infrastructure, housing, and environmental conservation. The ERT promotes flow of information among state agencies and to and from local partners. Information is power and helps the ERT move beyond the traditional structure of state bureaucracy and align state agency programs. The ERT approach advances the ability of state agencies to speak with one voice as they work in partnerships at the local and regional levels.

Three central operating constructs of the ERT are:

I. Convening/Coordinating Authority Under the Auspices of the Governor

No single state agency has the same ability as the ERT Office to bring the state agencies together with local governments and business partners. Many of the ERT's partners greatly value the program for its ability to convene the state agencies and coordinate state review of and response to their needs and issues. This function has also served to the benefit of participating state agencies.

II. Providing Access to Information, Individuals, & Partnership Opportunities

The ERT provides its local and regional partners with a level of access into state government that can otherwise be elusive or at least more difficult to obtain through traditional means. The ERT is available to help partners with navigating permit processes and state agency regulations. The ERT helps partners understand requirements and feel comfortable in having the knowledge and contacts to move projects through permit processes.

III. Field Engagement by the ERT

The ERT Office includes the Governor's only field staff and the Governor's Intergovernmental Relations Director. They guide the work of the ERT leadership team (i.e., agency directors) and regional teams, both discussed further on in this report, and take other actions to facilitate information exchange and partnerships between state and local government and with businesses. This field engagement provides the Governor and the ERT agencies with the opportunity to better understand some of the challenges confronting local communities and businesses and to develop strategies for addressing these challenges from a multi-agency as well as a state - local perspective.

We are absolutely foolish if we are not taking advantage of the ERT. The ERT is clearly state government at its best. For the dollars invested, ERT delivers a tremendous return to the economic future of the state and the people of Oregon. Our ERT is key to connecting emerging job opportunities with all the government agencies simultaneously, avoiding the old, costly and time consuming, silo model.

**- Tony Hyde, Columbia County Commissioner and member
Oregon Business Development Commission, Fall 2010**

Figure 1: ERT Goals & Strategies, 09-11 Biennium

<u>Goals</u>	<u>Strategies</u>
Respond To Immediate Economic Opportunities	<ul style="list-style-type: none"> ■ Mobilize resources in response to locally identified needs for assistance. ■ Lead efforts to coordinate state response & permitting for high priority economic & community development projects.
Invest in External Relationships	<ul style="list-style-type: none"> ■ Maintain & strengthen relationships with key stakeholders, including local governments, interested in economic & community development. ■ Partner with local governments, port districts, businesses, & other regional partners to further high priority economic & community development projects.
Strengthen Internal Relationships	<ul style="list-style-type: none"> ■ Promote open dialogue & shared goals across agencies to facilitate economic & community development projects & preparedness. ■ Ensure regular information exchange among & within ERT agencies.
Promote Customer Service	<ul style="list-style-type: none"> ■ Focus on customer service & problem solving, managing performance to account for customer satisfaction with services delivered & team results. ■ Promote integration of this approach throughout agency business lines.
Encourage Collaboration & Integration	<ul style="list-style-type: none"> ■ Seek opportunities to promote interagency & intergovernmental collaboration in relation to team efforts. ■ Support innovative approaches to economic & community development that integrate disciplines to achieve sustainable economic development.
Promote Regulatory Streamlining	<ul style="list-style-type: none"> ■ Recognize streamlining projects that benefit customers while maintaining standards for protection of the environment, consumers, & workers. ■ Share lessons learned & encourage state agencies to promote a cultural mindset favorable to continued regulatory streamlining efforts.

ERT Office

The Governor's Office has a team of eight (8) staff in the ERT Office. See Figure 2 on page 12 for an ERT Office organization chart. See also the Appendix for a listing of ERT Office staff. Funding for the ERT Staff has been through state lottery funds.

- The Governor's Intergovernmental Relations Director serves as the ERT Director.
- Five members of the ERT Office have regional assignments, working out of offices in Pendleton, Madras, Central Point, Beaverton and Salem. These ERT Regional Coordinators are the Governor's only field staff. In their roles as ombudsmen to local governments and businesses, the ERT Regional Coordinators facilitate state agency coordination on high-priority local projects that positively impact the state's economy.
- A Special Projects Coordinator works with the ERT Director and state agencies in Salem to promote coordination across agencies and integration of a problem solving mindset into the way state agencies do business. In the 09-11 biennium, the Special Projects Coordinator also worked on the reporting required under Executive Order (EO) 09-10 – Regulatory Streamlining.
- An executive assistant also works out of Salem in support of the ERT Office.

ERT Agencies

To achieve its gubernatorial and legislative directive, the ERT office heads up a larger coordination effort within state government that formally consists of ten state agencies. The ERT office works with these ten agencies centrally and regionally to promote state coordination and problem solving that is responsive to local and regional needs. The participating state agencies are:

- Oregon Business Development Department (OBDD)
- Department of Environmental Quality (DEQ)
- Oregon Housing & Community Services (OHCS)
- Department of Land Conservation and Development (DLCD)
- Oregon Department of Transportation (ODOT)
-
- Oregon Department of Agriculture (ODA)
- Department of Consumer and Business Services (DCBS)
- Department of State Lands (DSL)
-
- Oregon Department of Energy (ODOE)
- Oregon Water Resources Department (WRD)

The 2003 legislation establishing the ERT directed eight state agencies to participate on the ERT. The first five agencies listed were members of the Community Solutions Team (CST), a precursor to the ERT, with the next three brought into the fold pursuant to the 2003 legislation. The ODOE and the WRD joined the Team in 2008 at the request of Governor Kulongoski.

The ERT Office engages other state agencies as “friends” of the ERT when necessary to address the issues at hand. The ERT Director contacts other state agency directors as necessary to discuss policy and project issues. At the regional level, the ERT Regional Coordinators and the field teams will call in agencies as needed to accomplish their work.

See Figure 3 on page 13 for an illustration of the ERT structure.

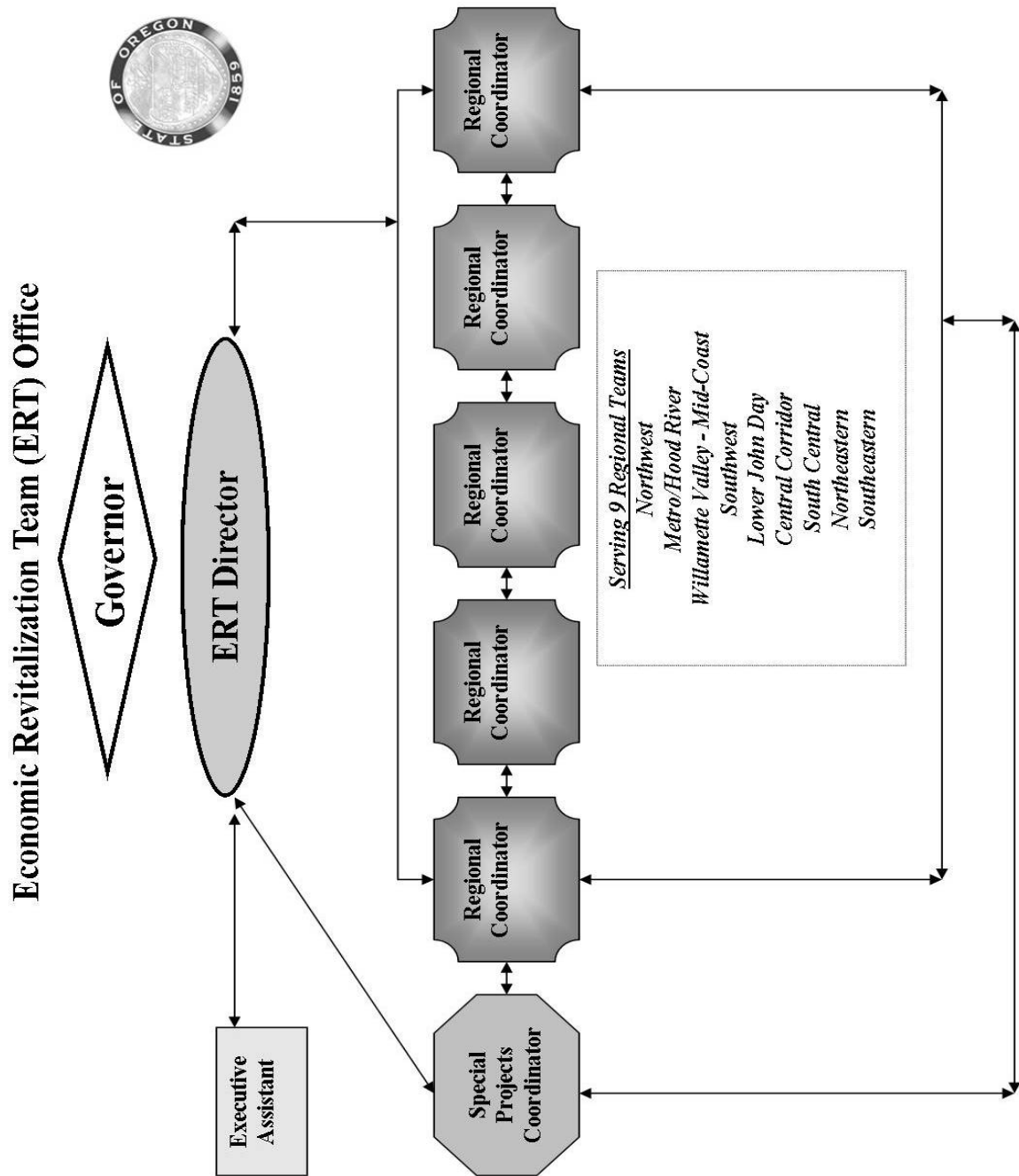
The ERT exemplifies the best in state government. In these challenging economic times, the ERT is more important than ever. With the Legislature's support and the Governor's leadership, we are streamlining the delivery of state services to local governments, businesses and citizens with a collective focus on jobs, health and sustainability. The ERT has enhanced the state's ability to respond quickly to the needs of Oregon communities and opportunities for growth.

- Dick Pedersen, DEQ Director, Fall 2009

The ERT gives DSL the opportunity to work collaboratively with local communities to implement their local visions in a way that protects important wetlands and waterways across the state. For any problems encountered along the way there are many solutions. ERT is about finding the solutions that work best for everyone.

- Louise Solliday, DSL Director, Fall 2009

Figure 2: ERT Office Organization



The organizational chart for the State of Oregon Economic Revitalization Team (ERT) is structured as follows:

- Governor of Oregon** (Oval)
 - ERT Director** (Rectangle)
 - ERT Executive Assistant** (Rectangle, connected via a diagonal line)
 - State Agency Directors** (Rectangle)
 - ODA
 - OBDD
 - DCBS
 - ODOE
 - DEQ
 - OHCS
 - DLCD
 - DSL
 - ODOT
 - WRD
 - Agency Liaisons** (Rectangle)
 - ERT Special Projects Coord.** (Rectangle)
 - ERT Regional Coord.** (Rectangle)
 - NW
 - Metro-Hood
 - ERT Regional Coord.** (Rectangle)
 - WV-MidC
 - ERT Regional Coord.** (Rectangle)
 - SW
 - ERT Regional Coord.** (Rectangle)
 - LJD
 - CC
 - SCC
 - ERT Regional Coord.** (Rectangle)
 - NE
 - SE

Five Regional Coordinators, and 9 Regional Teams = ERT field component

ERT Executive Leadership Team

The ERT Agency Directors serve as the executive leadership team for the ERT, working under the guidance of the Governor and the Governor's ERT Director. Agency directors promote the ERT approach to coordination, collaboration, partnerships, and results within their agency ranks. The agency directors select agency representatives to serve on field teams and as agency liaisons.

The ERT Directors met routinely in Salem and otherwise corresponded with the ERT Director throughout the biennium. These communications helped solidify the core ERT mission to work across agency programs, identify common goals, and maintain state agency commitment to customer service and problem solving.

The LOC and AOC continued to invite ERT agency directors to participate in their annual conferences. The conferences provide local government attendees the chance to have one-on-one face time with the ERT agency directors. This conference feature continues to be popular with both cities and counties.

The ERT Directors also participated in ERT Leadership Field Tours, as described in Tables 1 and 2. The field trips provided the directors a chance to directly engage with local city and county officials, strengthening the state-local partnership. At the same time, local officials were able to familiarize state agency directors with local issues and showcase projects of high-priority locally. In some cases, these visits also provided local government the opportunity to point out areas for improved state agency service delivery.

Tables 1 and 2: ERT Leadership Field Tours: 2009 - 2010

2009	FIELD TRIP LOCATION	ERT REGIONAL TEAM
July 2009	Morrow & Umatilla counties	Northeast
August 2009	Crook, Deschutes, & Jefferson counties	Central
October 2009	Josephine County	Southwest
November 2009	Lane, Lincoln, & Linn counties	Willamette Valley/Mid-Coast
December 2009	Clatsop & Tillamook counties	Northwest

2010	FIELD TRIP LOCATION	ERT REGIONAL TEAM
April 2010	Douglas & Jackson counties	Southwest
May 2010	Union & Wallowa counties	Northeast
June 2010	Klamath & Lake counties	South Central
August 2010	Port of Portland	Metro/Hood River
September 2010	Lincoln, Linn, & Yamhill counties	Willamette Valley

Regional Teams

The most important element of the ERT framework is its network of nine multi-agency, regional teams. The Governor's ERT Regional Coordinators lead the regional teams. This regional placement of state agency staff and the hands-on assistance they provide to communities contributed to high ratings for the ERT documented in customer satisfaction surveys. Recognizing that every community is unique and economic opportunities vary from place to place, the ERT Regional Coordinators mobilize state assistance in response to locally-identified needs and with the overarching goal of advancing Oregon's economic preparedness on a community-by-community, region-by-region basis.

Each regional team has regular meetings, often held in and with the communities served by the team. The teams invite special guests to attend as necessary to accomplish their work, including response to local government requests for information and assistance. The teams focus on:

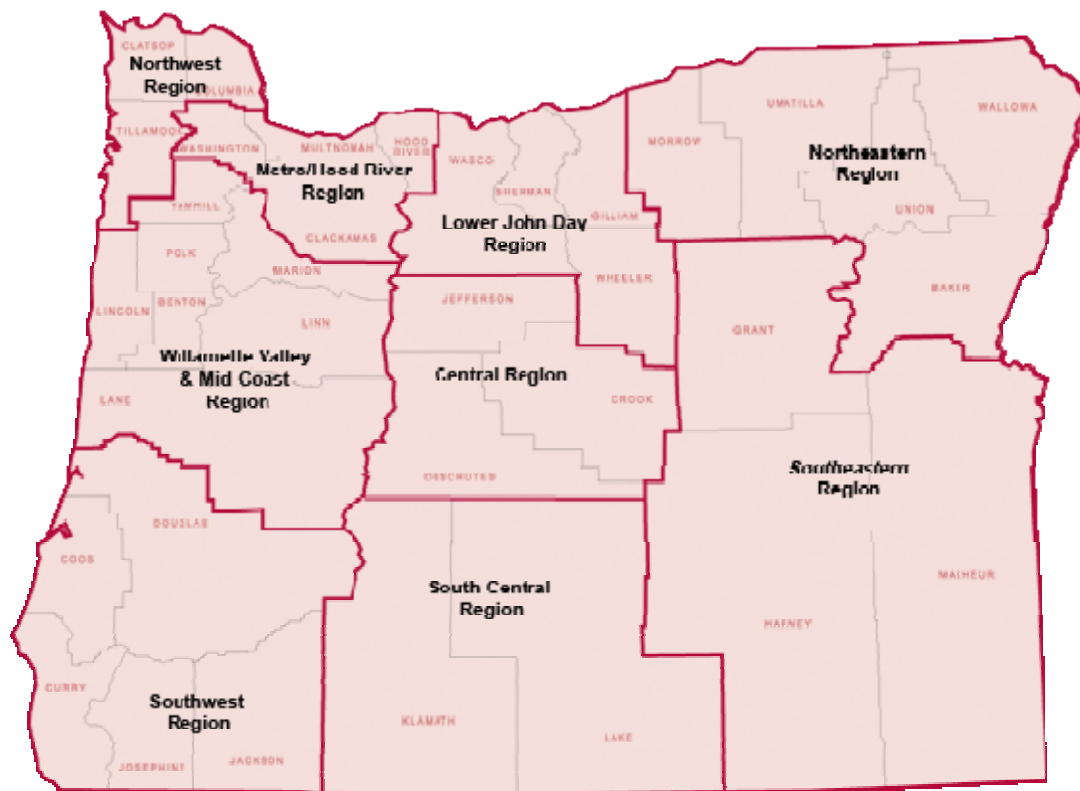
- Clarifying issues, resolving conflicts, and solving problems,
- Coordinating and leveraging state technical and financial assistance for maximum efficiency
- Expediting state permitting processes and assisting in coordination with federal permit processes
- Increasing local access to state information, expertise, and other resources
- Bringing information on local needs and priorities to the attention of state executive leadership
- Supporting local and state efforts to build a sustainable and resilient business climate
- Fostering a customer service ethic within state government and encouraging state-local partnerships

The ERT's regional team approach allows the state to be nimble and responsive to locally-identified needs. The localized placement of state staff and the hands-on assistance they are able to provide at the local-level is critical. The ERT Regional Coordinators and, in most instances, state agency field staff serving on regional teams, live in the regions they serve. The ERT is able to serve as a feedback loop between Salem-based policy leaders and local communities. On the one hand, the coordinators and regional teams can help facilitate local understanding of state policy priorities. And on the other hand, the ERT regional coordinators and teams are able to provide valuable feedback to the ERT Director, other members of the Governor's senior staff, and ERT agency directors with respect to local concerns about impacts of existing or proposed policies.

See Table 3 and Figure 4 on page 16 for information about the regional teams.

Table 3 and Figure 4: Regional Team Information

ERT REGION	ERT STAFFING	REGIONAL TEAMS	COUNTIES INCLUDED IN TERRITORY
1	Beaverton Office	Northwest	Tillamook, Clatsop & Columbia
1	Beaverton Office	Metro/Hood River	Washington, Multnomah, Clackamas & Hood River
2	Salem Office	Willamette/Mid Coast	Marion, Polk, Yamhill, Benton, Lane, Lincoln, & Linn
3	Central Point Office	Southwest	Coos, Curry, Douglas, Jackson, & Josephine
4	Madras Office	Lower John Day	Wasco, Sherman, Gilliam & Wheeler
4	Madras Office	Central	Jefferson, Crook & Deschutes
4	Madras Office	South Central	Klamath & Lake
5	Pendleton Office	Northeastern	Morrow, Umatilla, Union, Wallowa & Baker
5	Pendleton Office	Southeastern	Grant, Harney & Malheur



Current membership of the regional teams is available online at:
http://governor.oregon.gov/Gov/ERT/regional_teams.shtml.

For more about the regional teams' work on projects, outreach, and capacity building, see Chapters 3 and 4 of this report.

The ERT process is the single-most effective problem solving mechanism in State Government. By placing empowered, “get to yes” state agency personnel “at the table” to solve community problems, we achieve superior coordination and communication, which results in superior outcomes and satisfied Oregonians.

- Betsy Johnson, District 16 State Senator & member Oregon Business Development Commission, Fall 2010

The Economic Revitalization Team works well for our communities and is a positive influence on economic development.

- David Nelson, District 29 State Senator, Fall 2010

ERT Liaisons

The Liaisons Team consists of representatives from the central offices of the ERT agencies and the ERT Special Projects Coordinator of the Governor's ERT Office. The Liaisons Team structure provides the Governor's Office and ERT executive leadership team with a unique forum where:

- all ERT agencies are given representation with a statewide and issues focus in contrast to the more regional and projects focus of the field teams
- policy, process, communications, or other cross-agency needs can be addressed
- team activities can reinforce links between “Salem” and the field

The liaisons team aims to help maintain an open, productive dialogue among the state agencies, promote the integration of the ERT approach throughout agency business lines and programs, and memorialize lessons learned from the ERT's efforts. Team members participate in liaisons team meetings, ERT directors meetings, leadership field trips and other events at the request of their directors. The members assist their directors, their agency representatives on the regional ERTs, other state agency staff, and external partners as appropriate. The ERT Office expects each liaison to maintain an agency-wide perspective and apply that knowledge to assisting with ERT issues and processes.

CHAPTER 2. ERT Performance Management

ERT Key Performance Measure #1: Customer Satisfaction

The ERT manages towards a performance measure for customer satisfaction: the percent (%) of participants (customers) who rate the ERT process as very good to excellent. The target for the ERT's key performance measure is set high, at 90% of customers rating ERT as providing very good to excellent service. This target serves as a motivator for continually improving state agency service delivery to local jurisdictions and businesses. The ERT conducts a customer service survey on a biennial basis to assess its performance relative to the target. The ERT Office also uses the results of customer satisfaction surveys to highlight successes and possible enhancements to the ERT structure and processes. The ERT Office conducted the most recent survey in 2010. The final survey report is available at:

http://governor.oregon.gov/Gov/ERT/Additional_Resources.shtml#Performance_Measures, or see the Appendix for an excerpt from the final survey report.

2010 ERT Customer Satisfaction Survey

Similar to past ERT surveys, the 2010 survey gathered feedback on customer service in accordance with the Recommended Statewide Customer Service Guidance of the Department of Administrative Services (DAS).⁴ Survey participants were asked to respond with a rating of poor, fair, very good, excellent, or don't know with customer service measured using the following parameters:

- Timeliness of Services Provided
- Accuracy of ERT Accuracy
- Helpfulness of ERT Employees
- Knowledge/Expertise of ERT Employees
- Availability of Information Via the ERT
- Overall Quality of Service Via the ERT

The ERT Office extended the invitation to participate in the survey to a customer e-mail list including but not limited to: (1) all Oregon legislators, (2) all county commissioners, (3) all county administrators, (4) all city mayors (or recorders if a mayor's e-mail address was not available), (5) all city managers, and (6) various business contacts. The survey respondents included representatives from all regions, with the overwhelming majority (75%) being representatives of local governments, either elected or non-elected. Since local governments have been the ERT's primary customers, this result is not surprising.

⁴ Oregon Progress Board for Department of Administrative Services, August 2005, Recommended Statewide Customer Service Performance Measure Guidance, 7 pages. Also available at: http://oregon.gov/DAS/BAM/KPM_Coord_Materials_CSguide.shtml.

The 2010 survey revealed that the ERT continues to maintain a very high quality of customer service, as evidenced by the high percentage of respondents rating ERT services as “Excellent to Good.” See Figure 5 below. The ERT exceeded the 90% target for overall customer satisfaction and the ‘timeliness’ and ‘expertise’ areas of service. The ERT was less than 3% off the target for the ‘accuracy’, ‘helpfulness’, and ‘availability of information’ areas of service. While the ERT Office would prefer to exceed the 90% target for all customer service parameters measured, the results demonstrate that customers recognize the ERT’s focus on service. Furthermore, the results reflect the high standard of customer service that the individual state agency and Governor’s Office participants in the ERT strive for in their efforts.

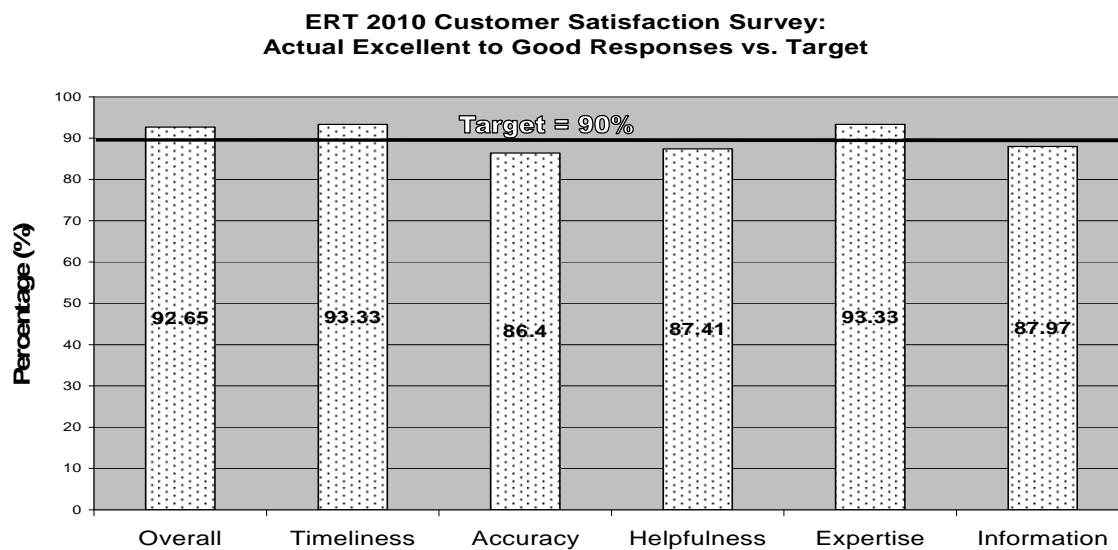


Figure 5: Results from 2010 Survey on Customer Service Parameters

The ERT survey also included open-ended questions asking for input in the following areas:

- services most in demand and most valuable for the ERT to provide,
- recommendations on how to improve the ERT processes and services,
- any additional feedback regarding customer service

While the ERT Office could only analyze the responses to open-ended survey questions on a qualitative basis, this review did reveal some common threads in what the ERT customers had to offer. Customers expressed particular appreciation for the ERT’s approach of convening and coordinating state agencies and providing timely access to information and key individuals within state government. Numerous customers also expressed a desire to see the ERT continue beyond the Kulongoski administration.

The survey was also helpful in highlighting some areas for the ERT's attention in terms of possible enhancements or improvements to service delivery. Customers expressed interests in seeing the ERT improve in the areas of proactive outreach about ERT services, better documentation and sharing of information about ERT activities, and more consistent provision of follow-up after meeting with a community. We are exploring options for addressing these suggestions, but budget and staffing limitations within the ERT Office and ERT agencies challenge us. The ERT Office briefed all ERT agency directors about the survey results and discussed the importance of their help in maintaining the highest level of customer service for ERT activities. The ERT Director also asked the Governor's five Regional Coordinators to share the survey results with the ERT's nine regional teams and brainstorm about ways to maintain or improve customer service in all ERT regions.

Samples of Customer Comments Received in the ERT 2010 Survey:

- *Through the office of the Governor, the agency people are required to come to the table with local government and business to find solutions to issues that develop.*
- *The most significant service of the ERT is their ability to collapse the time and distance between state agencies and thereby achieve outcomes more quickly.*
- *The ERT was able to explain some of the various programs each agency has to offer, and the pathway to engage those programs.*
- *Lots of local communities don't even know that ERT is available. Please know that those that have used them swear by the team. Do more of this!!!*
- *I think it would be good to provide more outreach - having minutes or summaries of the meetings available would be great as well as some regular correspondence with the public about the work going on.*
- *Make sure that problems or possibilities are followed up [on] and some action taken. Simply agreeing that it is a good idea or question is not a solution to anything.*
- *You should ask "Did your problem get solved? Why or why not?"*
- *The ERT can make things happen or not happen and is critical to making progress in the state.*

2010 Special Report on ERT Customer Satisfaction Surveys

Given the importance of customer service to the ERT approach and a heavy reliance on customer satisfaction surveying to help gauge ERT performance, the ERT Office has been interested for some time in whether use of the survey instrument developed by DAS for state agency use is fully suited to measuring the ERT's performance. Our curiosity is based in knowing that the types of services provided by the ERT and the ERT's service delivery mechanisms are somewhat different than may be the norm for state agencies. Representatives of several ERT agencies also had questions about whether the status quo survey approach adequately and fairly measures state agency performance within the ERT context.

The ERT had an opportunity in 2010 to work with the Department of Planning, Public Policy and Management at the University of Oregon (UO) to look at the efficacy of the status quo approach to ERT surveys. A group of four graduate students designed and conducted a study to evaluate the current survey instrument used by the ERT in order to identify whether there are ways to improve the quality of feedback the ERT office receives from its customers. The students tested the effectiveness of both the original as well as the newly revised survey questions. Several state agency representatives also participated in providing information and insights to the study team.

The UO study yielded valuable information regarding the current survey, in particular both what is and is not working. The study team provided suggestions around two general areas where the ERT should consider some adjustment to the survey instrument. First, the questions did not address the key aspects of the service provided by the ERT, and second they were too vague. Staff from the ERT Office is intrigued by the study recommendations, including the refined survey questionnaire generated, and will need to discuss next steps with DAS and the ERT agencies. The ERT Office hopes to reflect some of the study recommendations in the next customer satisfaction survey, currently slated for 2012.

ERT Key Performance Measure #2: Certified Industrial Sites

The ERT shares this measure with OBDD, as the lead agency for the certification program, and DLCD. All three report on the same data - # of sites certified as project ready in a fiscal year. (See also discussion of the industrial site certification program in Chapter 5 of this report.) Initially, the targets for this measure were set relatively high (20 sites per year) as a motivator for making site certification a high priority effort for state agencies. But those targets were set without a measurable track record to assess the program and ultimately needed adjustment. The Joint Legislative Audit Committee (JLAC) approved a target change to 12 sites per year starting with FY 2007. The target remained at 12 sites per year through the 2007-09 biennium. The KPM target was changed again per justification provided by the OBDD to 6 sites per year for the 2009-2010 fiscal year, in recognition of

having a significant number of sites already certified under the program and an increasing shortage of available, unencumbered sites to certify.

Fiscal year 2010 is the first year for reporting under the 6 sites/year target, and only 1 site was certified. The site, Coyote Business Park, is a 60-acre parcel owned in trust by the Confederated Tribes of the Umatilla Indian Reservation. It is the first tribal trust land certified by the program. However, another 12 sites have submitted intakes into the certification program, and the OBDD is actively working with those. Why so few sites certified in FY 2010? Anecdotal evidence suggests that the Great Recession has impacted property owner interests in and abilities to participate in the certification program. In addition, the remaining lands that the state might be able to enroll in this program are considerably more constrained by physical, transportation, land use and market factors than sites certified in the early years of program. Barriers to certification for any given site can include:

- inadequate or inappropriately zoned land supply;
- lack of access to utilities such as power or other forms of energy;
- highway and road systems at or near capacity in some regions and requiring expensive fixes;
- legal challenges associated with brownfields redevelopment;
- sites constrained by the need to minimize wetland/waterway impacts and mitigate for those impacts that cannot be avoided;
- willingness of property owners to pursue certification;
- local citizen opposition to certain types or notions of industrial development
- limited options for funding and financing public infrastructure improvements needed to develop sites; and
- lack of technical expertise or champion for certification at the local level, either within local government or with the property owner.

We also note that the OBDD and partnering ERT agencies currently have very limited staffing and financial resources, challenging their ability to do aggressive marketing of the program. But with many sites now in the processing queue at OBDD and OBDD program staff turnover resolved through hiring in April 2009, we anticipate increased performance for the next FY despite all the challenges. Based on feedback from OBDD staff, we believe the state can conceivably meet the performance measure target for FY 2011.

CHAPTER 3. ERT Case Studies - Economic and Community Development Projects

In their roles as points of contact for local governments and businesses and facilitators of interagency collaboration, the ERT Regional Coordinators can mobilize state assistance on complex, high-priority development projects. The Coordinators engage the regional teams and work with local and regional partners through a combination of communications, technical and financial resources, and problem solving to help move specific projects forward. Following is a sampling of case studies that illustrate how the ERT approaches this aspect of its role.

Northwest/Metro/Hood River (ERT Regional Coordinator = Mark Ellsworth)

Continuing Flood Recovery Efforts in Vernonia

In the winter of 2007, thirty-five (35) square miles of Columbia County were flooded when 11 inches of rain fell over the course of about a day. The flood hit the city of Vernonia particularly hard. The flood left much of the city's public property and infrastructure, including the wastewater treatment plant, damaged or destroyed. The health clinic, food bank, senior center, and two electrical substations were inundated. As much as 5 feet of floodwaters poured into the city's elementary school. The flood also severely impacted the middle and high schools, with all schools rendered uninhabitable. Half of the school district's 2,200 homes suffered damage, with 100 homes left beyond repair. Since the flood, the nearly 700 students of the district are attending school in the minimally-repaired elementary school and middle school buildings and in small modular classrooms located nearby.

Helping to rebuild the schools in Vernonia and working to set this community on a firm footing to where it can again prosper has been a top priority for Governor Kulongoski and a key assignment for the NW ERT. From the day of the flood, the full complement of ERT agencies has been on the ground working collaboratively with other state agency partners to bring assistance to the recovery effort. Here are a few examples of how state agencies have engaged. The DLCD spearheaded the effort to find a new school site and bring it into the city's urban growth boundary (UGB). The ODOT secured highway funding for access to the new school. The OBDD provided infrastructure financing. The Oregon Parks and Recreation Department processed a land conversion request. The Department of Geology and Mineral Industries provided LIDAR data in support of hazards mapping. And the Oregon University System designed curriculum for the new school. The ERT has played an integral role in maintaining a high standard for collaboration among state agencies and with other partners such as the federal government.

In 2008, the Governor also declared the work of rebuilding the Vernonia schools an Oregon Solutions project, thereby mobilizing a team of regional and state leaders to coordinate the rebuilding effort. The ERT and Oregon Solutions partnered successfully in an effort that has attracted high caliber partners and broad interest across the state. In August 2010, Governor Kulongoski issued an executive order designed to facilitate interagency cooperation and collaboration for the rebuilding effort beyond the timeframe of his administration. Most significant in the process was a community vote in November 2009 to overwhelmingly approve a school bond. Using significant funding from the Transportation and Growth Management (TGM) program, the community selected a school site. The school district now has plans drawn, construction managers hired, and a proven fundraising firm retained to close the remaining gap to finance construction of the new K-12 school complex. In addition, a community strategy is in place to integrate a natural resource based curriculum and green technology programs into the design of the school which will put in place a facility that can lift and help to revitalize this region of the state. The school will be the first LEED Platinum-certified public K-12 building in the country.

This project truly embodies the best of the Oregon spirit, and in many respects we can view the Vernonia project as a microcosm of rural Oregon. This community was one of the first of Oregon's long-time timber communities to suffer economic decline. The goal is to put into place a process that will restore the community while developing a model that may offer lessons learned and guidance for other hard-hit, rural communities.

Addressing Water Needs for Business and Natural Resource Uses in Cascade Locks

In early 2009, the city of Cascade Locks approached the state for help with a proposal from Nestlé to build a water bottling plant. The OBDD took a lead role on assisting with the recruitment but the full regional ERT has engaged. The development would create 53 full-time jobs at the plant and another 25 to 50 related jobs, such as in trucking. These jobs promise to pay wages that would substantially raise the standard of living in this community. To site the plant, Cascade Locks needs to be able to deliver sufficient water supply in terms of quantity and quality. The city would need to include a portion of the spring water currently used by the ODFW to supply their local fish hatchery. The regional ERT has assisted with supporting an exchange of water rights between the ODFW and the city. As it turns out, the ODFW is looking for a more reliable year-around water source while the city needs a water source of sufficient quality and quantity to realize economic benefits in both the short- and long-term. The Metro/Hood River ERT will be involved in the exchange process for at least the next two years and possibly longer depending upon legal actions.

To bring this project to fruition, the ODFW and WRD are working to complete a water rights transfer. The WRD has completed a public comment period as part of the review process. The proposal is to exchange equal volumes of annual water supply between

ODFW's spring water source and the city's groundwater source. The ODFW will not relinquish its rights to the spring water but has tentatively agreed to exchange a small portion (only about 2%) of their Oxbow spring water right in Little Herman Creek for an equal portion of Cascade Locks' groundwater right. Little Herman Creek is at times insufficient for ODFW's needs as an authorized water source for their fish hatchery, particularly during low flow periods in summer and fall. The exchange will provide ODFW with a reliable source during these periods and allow for increased stream flow below the hatchery. The city will benefit by receiving year round a given amount of spring water.

For this exchange to be successful, ODFW is performing a year of testing to make sure that the well water from the city's well is an acceptable replacement for spring water both in timing and quality. The ODFW is testing mortality rates of fish living in the new water source and is monitoring to make sure there is no substantial difference in quality and temperature.

Providing Regional Support to Businesses in NW Oregon

The regional ERT has worked with local community and business leaders to grow jobs in the northwest corner of Oregon. The team works to implement and foster a seafood cluster at the Port of Astoria and has provided help to key regional businesses such as Englund Marine and Bornstein Seafoods. The regional ERT has worked aggressively to grow other sectors of the economy as well through investment of technical and financial resources. The ERT worked with the Port of Astoria to help place Lektro, a producer of a wide variety of electric vehicles and specialty apparatus, in rehabbed Port facilities to where this key regional business can continue to create skilled, high-wage jobs. The ERT also helped develop and support proposals that lead to recent investments through the Governor's Strategic Reserve Fund in the expansion of Fort George Brewery in Astoria and in Whiskey Creek Shellfish Hatchery in Tillamook County. The brewery was able to expand, creating new local jobs. Whiskey Creek's operation supplies oyster larvae for much of the coast and was threatened by a bacterial infection. Financial grants and a multi-agency response helped remediate the problem and saved the coast's oyster industry.

Willamette Valley/Mid-Coast

(ERT Regional Coordinator = Marguerite Nabeta)

Preparing for NOAA Marine Operations Center and Arrival of the Fleet in Newport

The regional ERT kicked into high gear to coordinate state assistance and permitting for the development of upland and in-water facilities at the Port of Newport in response to the Port's successful bid for the \$44 million NOAA Marine Operations Center. A \$19.5 million lottery bond backs the Port project. The Port has an 18 month window to design the project, receive permits for upland and in water development, and be ready to receive the

NOAA research fleet by April 2011. The Port specifically requested the ERT's help with coordinating several regulatory agencies to efficiently move through the regulatory permitting process and address transportation facility needs. At stake is assuring retention of existing NOAA fisheries jobs at Newport and adding 175 employees (110 ship-based and 65 administrative positions) into the local and regional economy. The project also provides the Oregon Coast Community College and Oregon State University – Hatfield Marine Science Center with opportunities to build salient curriculum and strengthen and expand education and research relationships.

The ERT Regional Coordinator has ensured that the necessary ERT agencies and ODFW are fully engaged in moving this important economic development project forward. The Coordinator oversaw communications among DSL, DEQ, ODFW and project consultants and ensured that all keep the project timeline in mind while working through the permitting process requirements in a manner that meets or exceeds standards for environmental protection while balancing project costs. The interagency work on environmental issues has included: coordinated reviews of studies to assess dock/pier development, determination of natural resources impacts for threatened and endangered species, documentation of potential impacts to the fishing industry and recreational users, and development of necessary mitigation. Those three agencies along with the DLCD through the coastal management program worked with the Governor's office on coordinating review of biological data and determining how the Port could best address permit requirements, including mitigation for unavoidable impacts to eelgrass habitat.

Other ERT agencies have been contributing to this economic development project as well. The ODOT provided a \$1 million Immediate Opportunity Fund grant and Department expertise to help the Port and city of Newport with addressing transportation access and conflicting uses within the South Beach road system. The TGM program also provided funding to update transportation plans in the vicinity and provided a short-range planning grant. The DCBS provided expertise for discussions of green building standards, systems development charges, building codes compliance, and fire code requirements. OHCS and the ODOE have provided developers interested in providing housing for the incoming workforce with a work session on energy efficiency and affordable housing funding sources.

Without the coordination and cooperation of the ERT Regional Coordinator, the [NOAA Marine Operations Center] project would not have moved forward within the agencies as smoothly and as efficiently as it did. The entire [regional team] provided the consistent oversight needed for a project such as this that presented many environmental and construction challenges.

- Don Mann, Port of Newport General Manager, Fall 2010

Retaining Agricultural Value-Added Business in Oregon

For more than 20 years, Grain Millers has been a leading manufacturer of whole grain ingredients including oats, wheat, barley and rye, which it mills into flours, flakes, brans and fibers. The company also sells dairy ingredients such as butter, cheese, cream, and dairy powders such as lactose, whey and buttermilk and specialized ingredients such as organic industrial alcohol, molasses, soy beans, flax and tapioca. The company's west coast operations are located in Lane County, where blending and retail packaging facilities are located on-site with the milling operations. See <http://www.grainmillers.com/> for more information.

Grain Millers and the regional ERT have partnered around the company's need to find an appropriate site for industrial expansion. For Grain Millers, this meant finding a large acreage site with rail access for shipping. The company conducted a regional assessment and found only two locations fitting its business plan, one south of Junction City in Lane County and the other in Washington State. Motivated to keep this valuable company in Oregon, the team mobilized to work with Junction City, the county and business leaders to address obstacles to expansion of additional rail-dependent industrial land in the Junction City area.

The regional team met with Junction City, business leaders and business consultants on several occasions to learn about the company's needs, answer questions, and provide key contacts within state government. Key issues included: land use, transportation and wetlands. The team was able to help the company understand the processes for addressing these issues and able to highlight within the state agencies the importance of supporting problem solving work at the local-level on these issues. The 100-acre, rail supported industrial site the company needs for expansion is now within the Junction City urban growth boundary. The city is annexing the property, and the site is otherwise being prepared for development. The Oregon Department of Corrections (ODC) and Oregon Department of Human Services (DHS) are coordinating with Grain Millers on public infrastructure development for nearby public facilities. (See next project below.) This business and the jobs it provides are staying in Oregon.

Addressing Community and State of Oregon Needs in the Siting of New Public Facilities

The small town of Junction City faces having two large state facilities come to town – a new prison and mental health treatment facility. The State of Oregon, through the ODC and DHS specifically, plans to site these facilities at the southern edge of the city. In Junction City, the combination of local leadership and ERT focus is helping to minimize the potential for misunderstandings or miscommunications as the State works to site these important public facilities. The State as developer benefits from the assistance provided by the ERT, just as any other developer of a major facility would benefit from the help provided in navigating the community preparedness issues.

The regional team's work on this issue started back in the 2007-2009 biennium, when the city first requested assistance from the regional ERT with community planning for how to prepare for these facilities. The city was concerned about how the siting and operation of the new facilities would impact the community and engaged the team on issues such as impacts to city water and wastewater infrastructure, transportation flow through the community, and housing and employment needs associated with the increased population anticipated. From early on, the regional ERT reached out to the ODC and DHS, two agencies that are not generally involved in ERT activities. The purpose of this was to ensure routine, ongoing information sharing among those responsible for the facilities, the ERT agencies, and the community.

The ERT agencies also took steps to help the city and state with streamlining of the facility planning process. The DSL expedited a wetland delineation review, provided technical assistance in development of wetland permit application documentation, and facilitated coordination with the Army Corps of Engineers (ACOE). The DEQ assisted the city on upgrades to the municipal wastewater treatment plant to handle the increase flows from the new state facilities. Both the DSL and the DEQ engaged on storm water planning. The DLCD provided funding (over \$140,000 to date) to the city to conduct planning work necessary to address infrastructure and economic development needs for the city. The ODOT provided funding to help the city develop sighting and transportation solutions, specifically ~\$92,000 for a Highway 99 Refinement Plan and ~\$200,000 for a transportation systems plan update. Key outcomes include the city has achieved extension of wastewater and water lines to the development site and is on schedule for adoption of a new wastewater expansion plan. The DLCD and the Governor's Office assisted the city with county land use requirements necessary to secure a more efficient and less costly route for the wastewater distribution line. The State has developed stormwater plans for both facilities to ensure that development does not compound existing high ground water in the area. Necessary transportation planning is moving forward.

I am highly pleased with the truly helpful role that the ERT has taken to the efforts to facilitate a smooth transition for the community with the coming of two massive State projects; the prison and the hospital. The ERT has truly arrived as a partner in this effort and not made any moves to assume control of local decision-making. It has been a refreshing and pleasantly-surprising experience. The ERT is to be commended for providing a model for how local government and State government can partner to success.

***- David Clyne, Independence City Manager,
(former city manager Junction City), Fall 2008***

Southern Oregon (ERT Regional Coordinator = Jeff Griffin)

Preparing Marketable Industrial Lands in Douglas County

Douglas County had a significant opportunity combined with severe regulatory and infrastructure constraints in the Del Rio/Winchester industrial site located at the north end of Roseburg's UGB and adjacent to I-5. The ERT Regional Coordinator and team have been assisting the county with site development issues in a number of ways. The DSL authorized and worked with the ACOE to secure their authorization for wetland fill and mitigation of the 50-acre mill pond and 40 acres of associated wetlands. The DEQ worked with the property owner through the contaminated sites process to see that the site was cleared of any known contamination, resulting in a No Further Action letter. The ODOT changed interchange design plans for the new Del Rio I-5 Interchange in order to provide safe and efficient access to the industrial site without impacting the adjacent mill operation at Douglas Forest Products. The OBDD provided infrastructure finance assistance through its Infrastructure Finance Authority programs.

The regional team's work with Douglas County on the Del Rio/Winchester site has taken persistence and long-term commitment. The wetlands and brownfield cleanup work started 5 or 6 years ago. The transportation issues took a number of years to address, and the construction work is still ongoing as is the funding and construction of other infrastructure. But the tenacity of local and state partners has paid dividends. The site is clear of environmental constraints, which in turn allowed construction of the Central Oregon and Pacific Railroad rail yard when Connect Oregon II funds became available through ODOT. The site will have full transportation access when the new I-5 interchange is complete at Del Rio. The site is more marketable now that the partners have worked to overcome these hurdles.

Achieving Compromise and Local Jobs in Roseburg

The city of Roseburg and Douglas County were working with Costco Development consultants to site a new store in the Roseburg area. They landed on a light industrial site in the county just beyond the Roseburg UGB, interpreting the county land use code as allowing Costco as a permitted use wholesale supplier. The city was also interested in and supportive of the Costco development as it would provide needed jobs for local residents. The ERT became involved due to controversy stemming from the county approval of this commercial use on land zoned for industrial use. The regulatory agencies were primarily concerned about impacts to the transportation system as well as the potential precedence of allowing this type of potentially conflicting commercial use on lands set aside for industrial uses. The DLCD objected to the county's interpretation which would have allowed the use without triggering an analysis of transportation impacts under the Transportation Planning Rule. The OBDD was concerned about the use of industrial lands for warehousing and retail jobs, instead of for potentially higher paying jobs. The

county and city believed that the Costco jobs would be good jobs comparatively for the region and emphasized to state partners that these jobs that were real vs. speculative.

[The ERT Regional Coordinator] and the ERT were instrumental in helping the Roseburg community resolve stalemated differences between Costco, ODOT, DLCD, Douglas County, the city of Roseburg, and local opposition. [The ERT] brought everyone to the table and worked through the differences to find common ground and come to a solution beneficial to all.

- Eric Swanson, Roseburg City Manager, Fall 2010

The ERT Coordinator played a key role in moving negotiations among DLCD, ODOT, the city of Roseburg, Douglas County, and Costco forward. The ERT's convening and coordinating ability contributed to the parties re-analyzing issues and the state being responsive to a jobs opportunity deemed important by the county and city. The outcome was an agreement allowing the project to move forward. The ODOT agreed to the traffic mitigation and identified a funding source to assist in that mitigation. In response, the county and city agreed to work with DLCD on bringing the property into Roseburg's UGB to facilitate resolution of land use issues. The Costco is now in operation and created 100+ construction jobs and 100+ permanent jobs for the community.

Central Corridor

(ERT Regional Coordinator = Janet Brown)

Retention and Expansion of Mid Columbia Lumber Company

The Mid Columbia Lumber Company, a secondary wood products company in Madras, announced their purchase of the former Seaswirl Boat facility in Culver in spring of 2010. The company manufactures finger joint dimension framing lumber for both the commercial and residential building sectors. They ship mostly to the Southeast region of the US. The expansion will allow them to manufacture smaller dimension products for sale throughout the United States. But there was potential for the business to uproot its operations and take good paying jobs out of Oregon.

The ERT Regional Coordinator and Central Oregon regional team (particularly OBDD and ODOT representatives) assisted in the retention of the company in Oregon. They worked along with Economic Development for Central Oregon (EDCO) and surrounding communities to keep the company in Oregon. The OBDD assisted the company with an application to the ODOT Rail Division for a rail spur matching grant, met with ODOT Rail staff in Salem to determine opportunities, and assisted in getting the Burlington Northern Sante Fe (BNSF) Railroad to endorse the project. The BNSF's economic development and engineering staffs in Seattle were very helpful on the project. The ERT involvement

helped to foster commitments of technical assistance from the city of Prineville in Crook County and Jefferson County. Prineville's railroad staff agreed to help with the grant application with spur design options, providing a list of potential contractors for the project, and in meetings at the site. Jefferson County staff also provided custom maps for the rail spur grant application. The ODOT Region 4 Manager and his staff were instrumental in getting the rail spur grant approved, with the OTC approval of a \$200,000 plus grant secured in summer 2010.

This business story is a good news story with roots partially in the ERT. State and local partners were able to address this company's needs, and it will not be locating to another state. This means that 25 positions and 5 new jobs created with the project remain in Oregon. In central Oregon, this is a significant number of jobs for the area.

Facilitating Current and Future Development at the McCall Industrial Site

The Central Oregon regional team has continued its work to help local partners secure certified status for the McCall Industrial Park in Prineville. In 2005, the OBDD enrolled 118 acres of land under the state's industrial site certification program. The county then sold these acres to private developers who made further improvements and attracted businesses and jobs with the help and support of OBDD and the regional ERT. The team, particularly the ODOT representative, also worked with the city and Crook County to create an intergovernmental agreement for future funding of transportation improvements needed to accommodate traffic impacts on Hwy 126 as the industrial site grows. The OBDD and the regional ERT are currently working towards certification of another 80 acres of certified industrial land adjacent to the property previously certified. They are aiming for final certification of the new site in late 2010 or early 2011.

Facebook Inc., which runs one of the world's largest social networking websites with 100s of millions of users, recently purchased the remaining certified acreage and is building a state of the art campus. Facebook Inc. is building a 200,000 square foot data center complex on the certified site in Prineville and will be bringing 250+ construction jobs and 35-50 permanent jobs to the region. The first phase should be finished early 2011, and the second phase in 2012. The community is already seeing the ripple effect of this new development in its retail, commercial, and housing markets. The efforts of OBDD, other ERT agencies and the local partners helped to seal this deal. The OBDD approved an Oregon Investment Advantage (OIA) year to year for up to 10 years for Facebook, coupled with a partial income tax abatement. There is also a 15 year long Enterprise Zone agreement, with in lieu payments negotiated by the city and the county that was approved in late 2009. Ground water is a point of concern in the Prineville area, and the OWRD worked creative and flexible solutions for mitigation for new groundwater pumping and permits with the city.

Collaboration on Reuse of the Christmas Valley Backscatter Site

The Christmas Valley Backscatter site is a 2600+ acre former federal radar site in northern Lake County that the federal government decided to surplus. The site is of interest to local governments, private developers, and the State of Oregon. Beginning in 2004, Lake County, the Oregon Military Department (OMD) and others started exploring potential uses for the site. The OMD is looking at site potential for defense, military training, and renewable energy development purposes. The counties and the ERT are interested in potential for development of renewable energy projects that could aid rural communities hard hit by downturns in the timber industry. Private developers have expressed interests in developing renewable energy projects at the site.

The State and local government partners share the goal of pursuing multiple uses at Backscatter site, and Governor Kulongoski designated this effort to evaluate and develop potential uses on the site as an Oregon Solutions project in 2007. By that time, the OMD had been working several years on obtaining at least a portion of the site because of interest in its military training and renewable energy potential, including the ability to train its members in solar installations. The ODOE had also been working several years to obtain a federal appropriation to conduct a site assessment. The ODOE interest in the site relates to the presence of 190 MW electrical transmission lines and support infrastructure large enough to develop significant renewable energy resources at the site.

Progress to date includes the following milestones. The OMD received ownership of 300+ acres, including buildings, through the federal GSA process in 2009. They recently received necessary approval from the Oregon Legislature (Emergency Board) for the down payment necessary to obtain the remaining approximately 2,300 acres through the GSA process. The ODOE received a federal appropriation of approximately \$380,000 for five tasks including site evaluation for potential installation of solar electric (photovoltaic) systems, renewable resources other than solar electric, utility interconnection, education and outreach and research into energy storage possibilities. The ODOE is awaiting final approval from the U.S. Department of Energy on how it plans to accomplish these tasks. Additionally, \$1 million in federal stimulus funds is available to the OMD through the ODOE for installing photovoltaic (PV) arrays on the existing warehouse buildings at the site.

The ERT Coordinator remains an active participant with the OMD and the ODOE. The coordinator also monitors the efforts of other ERT agencies involved in this work to repurpose the Backscatter site. The DSL, as a land manager, is sharing information and resources with the OMD as we learn more and more about how to develop lease agreements with solar farm businesses. The OBDD continues to be in contact with other solar developers with interest in developing projects in Christmas Valley, Lakeview, and Klamath County and specifically maintains contact with potential solar developers regarding the backscatter site. The OBDD has also worked with both Lake and Klamath

counties to put Rural Renewable Energy Development (RRED) zones in place to incent renewable energy projects.

In 2009, the Oregon Solutions process changed focus to private lands near Christmas Valley. The OMD, ODOE, the ERT Regional Coordinator, local government partners and others remain focused on the backscatter site with Oregon Solutions resources concentrated on companion efforts to promote renewable energy development in the region.

The amount of help and communication that comes from the ERT is only a phone call or email away. If counties don't ask, then they're the ones missing out. Not all projects [involve] the whole team, but the people from the ERT team play a key roll in communication and helping the right players come to the table. We are only as good as our weakest player, but as a team we are stronger than any player in my view. Our regional coordinator has brought a States presence to our rural communities. Lake County has and will continue to benefit from the relationships that have been built over the years.

- Brad Winters, Lake County Commissioner, Summer 2010

Eastern Oregon

(ERT Regional Coordinator = Scott Fairley)

Managing Permit Timelines for Business Recruitment in Eastern Oregon

This project is a good example of how the ERT can help developers understand and navigate permit processes and bring information together to facilitate timely action. In March 2010, a developer representing Federal Express contacted Umatilla County regarding their interest in locating a small distribution facility in west Umatilla County. The developer was interested in a site zoned for exclusive farm use (EFU), and the site did not have access to municipal water or sewer. Federal Express required the developer to meet a short time line for completing the facility, with no room for any problems related to land use or state agency permitting. Umatilla County staff knew the regional ERT's involvement would be an important component to this business development project and contacted the ERT Regional Coordinator to discuss how state agencies could offer assistance.

The regional ERT met with the developer and county in mid-March to address issues of concern including county requirements for land zoned EFU, transportation impacts to the interstate, state, and local highway system, water and wastewater permitting requirements, state building codes technical assistance, and availability of economic development incentives. The developer used the information gathered through coordination with the ERT and pursued a land use exception and rezoning. The regional

ERT met with the developer again in June 2010, after the land use rezoning process was complete. This second meeting focused on final details of water availability, wastewater permitting, and state building codes technical assistance. The developer was not able to take advantage of state or local financial incentives due to the short siting timeline required from Federal Express. The developer is working with the DEQ to meet on-site waste water treatment requirements. The developer broke ground on an 87,000 square foot building in September 2010 and has a planned completion date of December 2010. The facility will have 30 – 40 employees and the potential for future expansion.

The involvement of the ERT took a somewhat difficult situation and streamlined communication and responsibilities. Not only was our rezoning and permitting process exceptionally successful, Fed Ex anticipated construction to start in October when in fact we were able to begin in September. The ERT was critical to this success.

- Kevin Kiernan, The Kiernan Companies, LLC, Fall 2010

Building a Strategy for Redevelopment in Northeast Oregon

An abandoned mill site in the city of Wallowa adjacent to existing wood products manufacturers is the only large-acre industrially zoned site within an UGB in all of Wallowa County. In 2007, after the last sawmill in Wallowa County closed, the city of Wallowa, Wallowa County, the Lower Valley Economic Development Group, Wallowa Resources, and the regional ERT began discussing how to redevelop the site for the expansion of the adjacent businesses, to locate a new wood products-related industry, and to accommodate a planned biomass cogeneration facility.

The ERT Regional Coordinator and regional team worked with local stakeholders to develop a strategy to purchase the mill site and provided technical assistance on issues related to site redevelopment. The OBDD funded an appraisal to determine the site's value. The DSL completed a rapid wetlands determination of the site to assess whether redevelopment of the site would impact wetlands. The WRD provided information on water rights associated with the site. The DEQ committed to performing environmental assessments to assist with environmental liability management. During these efforts, the local partners also identified an alternative industrial site, which the ERT addressed by providing additional assessment to help determine which site could best meet the region's redevelopment needs and opportunities.

The ERT was able to be very helpful to this rural county and the small communities working on this complex project that required participation from multiple state agencies. The team played a role in communicating with interested community members and local government leaders on project goals and challenges. Using all the information supplied

through engagement with the ERT, the local partners are currently evaluating infrastructure requirements and funding opportunities and anticipate making a purchase offer for one of these two properties by late 2010 or early 2011.

Across Oregon – Business Retention, Expansion and Recruitment

The ERT coordinators and regional teams coordinate state agency resources and actions to support complex business expansion, recruitment, and retention projects. This work of the ERT is under the guidance of the OBDD's Business Development Officers and business management team. The ODA, through operation of the Food Innovation Center in Portland, also sometimes engages the ERT Regional Coordinators or teams on the Center's efforts to promote job creation by assisting new and existing food processing companies with product development, packaging, and marketing.

New business recruitments to Oregon tends to grab the headlines but also of critical importance to the state and communities is work done to help businesses stay or expand in Oregon. The ERT supports these important efforts to keep and grow jobs by focusing attention on regulatory permitting processes, coordinating state resources and providing needed technical assistance from a multi-agency perspective. The OBDD and ODA maintain information on specific business expansion, recruitment, and retention efforts. Contact those departments directly for details, as those are not described herein. The number and wage-levels of jobs saved or created from any given business retention, expansion, or recruitment is highly dependent on the type of business. The impact of those jobs also varies in the context of the community and region benefitting, e.g. a small number of good paying jobs can mean a lot in a small community.

CHAPTER 4. ERT Case Studies - Convening & Coordinating, Providing Access to Assistance

In Chapter 3, case studies highlight how the ERT assists with specific development projects. But the ERT's work is not only tied to specific development projects. The ERT Regional Coordinators and regional teams often work with local and regional partners on more general matters of economic and community preparedness. The ERT helps its partners in many ways such as providing technical knowledge and wherewithal, helping to frame issues and paths forward, assisting with bringing the right parties to the table, and providing increased access to state government. For small communities, the ERT can be particularly helpful by providing capacity where local staffing is limited and where issues need some concerted attention so that the community can properly vet possible solutions. While just a sampling, the case studies provided here show how these ERT efforts serve to strengthen the partnership between local and state government and are responsive to locally-identified needs.

Smart communities who work with their local ERT members to solve problems and work on projects can save scarce dollars as well as produce superior results in a timely manner. Team members bring their own as well as agency expertise to focus on achieving success for Oregon cities and counties.

- Shirley Kalkhoven, Nehalem Mayor, Fall 2010

The ERT Team has been a valuable asset to the Counties that make up what was the Lower John Day Partnership. In these rural counties we do not have the resources or staff to handle the problems that come up. It has been very helpful to have a member of the ERT Team to go to. These team members understand the agencies they represent and have always been able to help us take care of a problem or find a resource.

- Jeanne Burch, Wheeler County Judge, Summer 2010

Northwest/Metro/Hood River (ERT Regional Coordinator = Mark Ellsworth)

Developing a Framework for Engagement with Clackamas County and Its Cities

The ERT knows that individual jurisdictions address economic and community development issues at different rates and in varying ways, and as a result they at times need more or less help from state partners. Over the past few years, the ERT found

opportunities for engagement on several fronts emerging throughout Clackamas County. The ERT Regional Coordinator and other members of the regional team reached out to county elected leaders and management. The resultant conversations highlighted opportunities for the ERT to assist in solving several county issues. In addition, the county and ERT partnership has opened doors for working with individual cities within the county.

Early, collaborative discussions with county commissioners helped form a framework for the regional ERT focus. The Metro/Hood River regional team met with commissioners and staff, pulling in specialists from state agencies as needed to make sure state experts were available to address county concerns. Together the regional ERT and county developed an approach for how the regional team would work with the county and cities to help address difficult, complex issues that had been needing attention for some time.

A primary lesson learned by the regional team is that as communities prioritize their issues and projects and seek a collaborative role with the state, all parties can benefit as synergy emerges. The ERT helps communities get their priorities clearly communicated to the state and then works to find ways in which the state can help communities with problem solving. To date, the ERT has used the approach developed with the county and engaged with a problem solving mindset to assist in the following issues:

- Understanding and providing information to help Damascus as it wrestles with the growing pains of being a new city
- Helping Oregon Iron Works understand state regulatory requirements as well as availability of incentives and other assistance in preparing to expand operations
- Assisting Oregon City in working with ODOT and other agencies as the community has faced transportation planning and major construction challenges. These have included the closure of the Oregon City/West Linn Bridge and road projects impacting the state highway system.
- Helping the city of Milwaukie plan their downtown redevelopment
- Providing technical assistance to Wilsonville as it plans, prepares and obtains certification for industrial sites within its jurisdiction and looking at opportunities to use infrastructure linked with the state prison sited within the city.

The regional team continued to conduct outreach meetings with additional cities in Clackamas County. A meeting has occurred with Lake Oswego, and future meetings will include Happy Valley and Canby.

Promoting City-County Discussion Towards a Regional Water Solution

The Portland metropolitan region uses a variety of water sources, with individual jurisdictions usually fending for separate water systems or sometimes entering into partnerships with neighboring providers. As the region works to prepare for anticipated

growth, balancing water demands and infrastructure needs will be an increasingly critical component. Will the metropolitan area have the water it needs for the anticipated population growth, along with maintaining water needs for fish habitat as well as other environmental needs? The regional ERT decided to get educated on the water issue to better position itself to work on this regionally important issue. Subsequent to community meetings, the team arranged for briefings on the role of water in the region and toured a wastewater treatment plant in Clackamas County.

The city of Milwaukie highlighted the water issue at an outreach meeting with the Metro/Hood River team. The city briefed the team on a regional dispute they were having regarding the future of the Kellogg Wastewater Treatment Plant. As the city described the tug and pull this dispute was generating with their county government, the regional ERT realized that perhaps the best long-term solution would ideally be a regional one. The team has been working to encourage regional dialogue as a result.

The ERT can be a forum with the ability to transform local conversations and reframe how partners view and address issues. In addition, engagement with local governments highlights new and needed conversations and direction for the ERT's regional teams. The discussions encouraged through the ERT outreach in Clackamas County revealed pent-up demand for larger conversations on water sources and use throughout the region. Technical folks understood certain aspects of the issue, policy folks other aspects, and getting the right people with the necessary knowledge together pays dividends. As for Milwaukie, the team's conversation with the city and suggestions made changed the conversation and game between the city and the county. The ERT involvement has led to the engendering of new ideas and proposals and the avenue to future solutions.

Promoting Regional Approaches to Shared Community Challenges in Northwest Oregon
The ERT Regional Coordinator has maintained a consistent presence along the coast helping communities grapple with complex issues and working to keep these communities connected to their state government. The Coordinator and Northwest ERT have engaged time and time again with these communities to brainstorm and search for possible paths forward to meet locally-identified needs. To illustrate how a continuing presence of the ERT can help small communities address key regional issues, we provide two examples of how the ERT engaged to help local partners move forward with regional solutions.

The Mayors of five coastal communities (Astoria, Cannon Beach, Gearhart, Seaside, and Warrenton) wrote the Governor in the winter of 2008 asking for help in mitigating flooding along highway 101 between Seaside and the junction with Highway 26. In response, the ERT convened a collaborative process among the communities with ODOT contributing funds along with Clatsop County, the Port of Astoria, and the cities of Cannon Beach and Seaside to help alleviate this chronic problem. They pooled funds to

secure detailed hydraulic and hydrologic modeling of the affected area. This work will continue through the winter of 2011 and culminate in a recommended solution for minimizing flood impacts.

Another example relates to longstanding, regional concerns over water supply. There were limited incentives for communities to partner on finding a solution, but a grant from the WRD and support from the regional ERT helped to change this. The Oregon Water Supply and Conservation Initiative grant and technical assistance provided by the team supported a collaborative process that successfully allowed for Seaside, Gearhart, Warrenton and Astoria along with the Young's Bay and Lewis and Clark Water District to work together to ensure a long-term supply of safe drinking water for these communities. The collaborative process and relationships put in place through this experience continue and will benefit these communities for years to come. The parties are at the table, scoping issues, and considering options for regional solutions.

Willamette Valley/Mid-Coast **(ERT Regional Coordinator = Marguerite Nabeta)**

Supporting Regional Efforts to Enhance Industrial Lands Preparedness

The regional ERT has been working with mid-Willamette Valley communities for over five years to address the challenge of extensive wetlands on what would otherwise be desirable industrial lands in terms of location and other market variables. As the team members worked with the cities in the mid-valley, they found the prevalence of wetlands on industrially zoned lands to be a unique issue to the region. The wetlands issues would need to be resolved to prepare these communities for economic opportunities. Otherwise, these communities would continue to have an industrial land inventory not truly ready for economic development. When wetlands are present on a vacant industrial site, a potential developer faces the need to obtain permits from both the DSL and the ACOE. These permitting processes add time, effort, expense and uncertainty to the development process.

During this biennium, the regional ERT and mid-valley communities, with the assistance of the regional council of governments, have been taking steps towards a regional approach that could streamline the permitting processes and reduce the associated uncertainty faced by potential developers. Specific efforts have included an assessment of existing industrial sites and determination by the communities of which twenty sites are highest priority in terms of economic development potential and associated community interests. This local work was informed by an expert assessment of economic opportunities and industrial land market for the region, funded in part by a DLCD grant of \$75,000 this biennium. The ERT has provided technical expertise on marketability of sites, including guidance on what business site selectors and recruitment specialists look for in a site. The ERT, under the lead of DSL, has also assisted with a general assessment

of regulatory wetland profiles for existing high priority industrial lands. Various members of the regional ERT have participated in regional technical committees and local official information gathering forums.

While the wetlands challenge is not yet fully resolved, the collaborative ERT and local efforts continue to move the ball forward in a comprehensive, thoughtful manner. The participating mid-valley cities now know what they need to do to prepare their industrial land inventories for marketability. Background information developed through this collaborative work is also sufficient to support work with the DSL and ACOE on exploring the development of a general regional permit for the twenty highest priority industrial sites. The ERT agencies and council of governments view a regional permit as a way to streamline the state and federal permit processes, thereby providing greater certainty to developers and communities. Outreach by the council of governments has informed city mayors and councils, with all now aware of the issues before them. The cities also now know that they will need to work with individual property owners to address preparedness and marketability issues. All have agreed to continue with a regional approach to addressing industrial lands preparedness, and the regional ERT certainly wants to continue supporting this effort through whatever technical and financial resources the state can muster. Without continued state support, these mid-valley communities may not have sufficient resources to overcome the next set of hurdles they face.

Helping a Timber Town Find New Opportunity

The city of Toledo is a small community situated on a bend of the Yaquina River. Toledo is less than ten miles inland from the Pacific Ocean and is the only inland coastal community in Oregon with a maintained deep water channel. The city was historically a timber town, given the abundance of timber surrounding the community and rivers and railroad systems that allowed for easy and cheap transport of timber. It once was the county seat and industrial hub of Lincoln County. The local economy has struggled for many years now, related to numerous factors going back in some cases decades such as change in the county seat to Newport, bypassing of the city by improvements to Highway 20, and decline in the timber industry. The Georgia Pacific has remained the only mill still in operation, serving as an important backbone to the regional economy and community. For more history on Toledo, see <http://cityoftoledo.org/default.html>.

City leaders recognize the need to update Toledo's economic strategy and address community preparedness for new business opportunities. The regional ERT has engaged with the community to help them be successful in this visioning and rebranding effort. One barrier has been that the city's employment lands inventory, comprehensive plan policies and zoning codes have not kept pace with the times and as a result have contributed to an inability to locate new businesses. The DLCD provided the city with a \$75,000 grant to support work on an EOA and land use assessment. In addition, ODOT

and DLCD provided a \$40,000 TGM grant for Toledo to complete a transportation systems plan. The team has become part of technical advisory committee convened by the community to help review technical assessments and draft plans. Background studies are underway, and this work should ultimately support the city's vision for identifying suitable industries and providing suitable employment lands for those uses.

Supporting Regional Work to Grow Economic Opportunities in Yamhill County

Yamhill County is home to predominately small cities - Amity, Carlton, Dayton, Dundee, Lafayette, McMinnville, Newberg, Sheridan, Willamina, and Yamhill. Lying in the Willamette Valley with the Willamette River as it's the eastern boundary and extending west into the coast range, the county and its cities have long relied on agriculture and timber related industries. But the regional economy has evolved along with the blossoming of the wine industry, starting with the planting of grape vines in the mid 1960s. Today the county is central to Oregon's burgeoning wine industry and is home to numerous wineries and various businesses connected with the growing and selling of pinot noir and other regional wines. The world-class wineries in the county help to draw in customers, which in turn support roadside farm stands, businesses along historic main streets, restaurants, and hotels.

In relation to this economic diversification within the county, the county and many of its small cities saw a need to assess the potential for additional secondary agriculture manufacturing, including business opportunities related to the relatively young wine industry. The regional ERT engaged in discussions with community leaders and helped the county find an opportunity to apply for DLCD planning grants. With \$100,000 in state funds, the county and participating cities have been looking at business recruitment, marketing and infrastructure (water, wastewater, transportation) needs. Members of the regional ERT have participated in technical advisory committees to provide technical assistance to the local efforts.

The ERT contributions have been an important part of helping regional community leaders chart paths forward. Newberg used information from the effort as background in their long range planning for employment lands. The work also underscored findings of an earlier Yamhill regional water plan, showing the critical nature of ground water limited areas and need to find ways to provide subregional water and wastewater systems. The county now provides a monthly forum for community leaders to discuss economic development issues and information. And small cities have a better knowledge base of what will be required to prepare for additional business locations and expansions. An example is illustrated by the city of Carlton's request to the regional ERT for assistance in dealing with wastewater facility issues. The DEQ, OBDD, ODA, city, and NW Food Processors trade organization are now working on problem solving to find affordable waste water treatment options to address the needs of the local wine industry.

Southern Oregon

(ERT Regional Coordinator = Jeff Griffin)

Offering a Helping Hand to Shady Cove

Shady Cove is a small town, population of less than 3,000, located along the Rogue River in Jackson County. The city has very limited staff and thus like many small towns struggles to find the capacity to independently address complex community and economic development issues. The ERT Regional Coordinator worked with the city mayor to bring the regional ERT to town to learn about community issues and brainstorm about how the ERT might be able to assist. The city's challenges range from being the largest incorporated city in Oregon without a municipal water supply to needing pedestrian and commercial-scale modernization improvements to Highway 62 which serves as "Main Street." During outreach meetings with the community leaders, the regional ERT learned that Shady Cove has a number of challenges ripe for team engagement.

Over the last several bienniums, the regional team has assisted Shady Cove on several issues of importance to the community. Team members provided technical assistance to the city on proposed UGB adjustments, the goal of which was to create a better urban center for a more efficient water system and street system design. The Shady Cove city council approved the UGB proposal during December, 2006, followed by unanimous approval from the Jackson County Commissioners in January 2007. The ERT agencies were fully supportive of the expansion. The team also helped secure technical assistance on flood control ordinance updates to return the city to a position of "good standing" with the Federal Emergency Management Agency (FEMA) with respect to flood insurance requirements. Effective November 2008, FEMA returned the city to a position of "good standing" within the National Flood Insurance Program. With respect to "main street" issues, the team was able to provide technical assistance and facilitate the city's application for state and federal pedestrian improvement and modernization funds. The city also recently completed a water system feasibility study, work funded by the OBDD Infrastructure Finance Authority.

Regional team outreach meetings often result in new understandings between the community and agencies and can serve as the catalyst for ongoing conversation and relationship building. As an example, ODOT and Shady Cove have built off the start provided through ERT outreach, continuing discussions about how they might work together to address transportation infrastructure needs in the community. ODOT is now working with Shady Cove to see if a road modernization project for their city can be a reality by applying for various funding sources and combining into a larger project. The city has been able to apply for Transportation Enhancement, Flex, and Bike/Pedestrian dollars to kick-start this process. ODOT is looking at ways to pull together pavement preservation funding such that any future bike and pedestrian work on Highway 62

would include new pavement. ODOT is also working with the regional ACT to see if additional funding for Shady Cove might be feasible.

A quick note of appreciation for yourself and the work of the ERT in helping the City of Shady Cove position itself for a potential municipal water project. Your assembly of a group of people who visited Shady Cove helped highlight our need within state agencies, and assisted the city in developing a path forward. Thanks again for the work of the ERT.

- Ron Holthusen, Shady Cove Mayor, Fall 2010

Assisting Ashland with Redevelopment Planning for the Croman Mill Site

The Croman Mill site is the largest, unused parcel of land within the city limits of Ashland and provides the greatest supply of industrial land within the city. The city's goals for the redevelopment planning project include:⁵

- Maximizing opportunities for business development and employment growth
- Analyzing transportation connections from within the area to the city wide transportation system
- Determining appropriate land uses for the area
- Identifying development scenarios to address potential on-site clean up
- Creation of a comprehensive parking management plan
- Incorporating sustainable and energy efficient development practices

The ERT Regional Coordinator and field team have been working with the city and TGM program for over 3 years to support local preparation and adoption of a redevelopment plan for the mill site. The team helped the city find opportunities to apply for state funding to address transportation issues. The team also helped secure expedited help from the DEQ with addressing residual contamination at the site. The city completed its public review and adopted the redevelopment plan in summer of 2010. The ERT will remain ready to work with the city as business recruitment opportunities arise.

The ERT works quietly but effectively in the spaces between organizational units that don't easily coordinate with each other. Often they make the difference between a project getting done, a grant coming through, a misunderstanding rectified. I consider the ERT a significant innovation in governmental organization and among the very best uses of state funding, especially in times of economic contraction.

- John Strohmberg, Ashland Mayor, Fall 2010

⁵ Ashland, City of, Background on Croman Mill District Plan and Crandall Arambula PC and DKS Associates for Ashland, Dec. 2008, Croman Mill Site Redevelopment Plan, 83 pages, both available at <http://www.ashland.or.us/Page.asp?NavID=10744>.

Central Corridor

(ERT Regional Coordinator = Janet Brown)

Central Oregon Regional Economic Opportunity Analysis (EOA)

The Central Oregon regional team is working with Deschutes County and other local government partners on a regional EOA. The analysis is covering the tri-county area of Deschutes, Crook, and Jefferson counties. A primary goal of the analysis is to determine potential sites to fill a statewide need for large acreage industrial sites, as identified by the OBDD and other economic development partners. The Central Oregon region also shares the need for large lot industrial lands.

This tri-county analysis is a first of its kind within the Oregon land use system, and DLCD has supported the effort with an award of \$50,000 to Deschutes County. The county's task to evaluate and document industrial sites, looking at characteristics and features such as rail, transportation needs, water, sewer and possible land use changes required to develop. One of the sites under evaluation is a large parcel of property in south Redmond owned by DSL. The state interest in the potential economic development of the south Redmond site stems from the fact that future revenues generated from DSL property would benefit the Common School Fund.

Some of the additional large tracts likely to be identified by the participating local governments as candidates for large lot industrial development are currently outside but adjacent to city limits or UGBs. The ERT participants hope that the analysis and collaborative process developed around it can be the vehicle to work through land use requirements. The ERT will continue to remain engaged with the state-local coalition working on this project. The ERT viewpoint is that this effort will help Central Oregon and the state simultaneously, growing jobs in a manner that addresses regional employment needs and regional and statewide needs for large lot industrial lands.

I have been Mayor of Redmond or a Deschutes County Commissioner since 2000. I became involved with the...ERT when it was known as the Community Solutions Team. This is the most valuable group in my region. [The ERT Regional Coordinator] and the ERT team are my connection to the State of Oregon. If I have an issue, question or an economic development problem, I know that I can call...and I will get a listening ear, advice and a path to the person who can help me. I will get that help because the Office of the Governor is also interested in the answer. To me this is priceless!! It makes the state and federal agencies accountable and timely to respond to my issue at hand. We would be less effective as local government without the ERT. I would give up a lot of other things before I would give up the ERT.

- Alan Unger, Deschutes County Commissioner, Summer 2010

Working Multiple Fronts to Help The Dalles

Many times, a community must move several, inter-related and complex initiatives forward to achieve gains on the economic preparedness front. The ERT tries to take a holistic view when engaging with communities in this type of situation. A good example of this can be found in how the Lower John Day regional team has engaged with the city of The Dalles. The team is involved in everything from very site specific work to broader community planning for future growth.

The team has been working to help this community and private property owners to achieve cleanup and certification of the 90 acre “NW Aluminum” property, involving a variety of the ERT agencies over the long haul to provide technical assistance and funding. The ODOT, DLCD, DEQ, DSL, and OBDD have all contributed significant time and financial resources to aid the property owner and community in addressing transportation, environmental contamination, wetlands and other issues that must be resolved to qualify the site for certified status. The team has also worked with the city towards submittal and now approval of transportation funds for rehabilitation work at the marine terminal and regional airport. The team has been involved in working with the city on development constraints on other industrial and commercial properties. And the team remains involved in the city’s work to expand its UGB.

The Dalles UGB work is unique with respect to the city’s location and need to plan for future economic development within constraints imposed by the Columbia Gorge National Scenic Act. They are further constrained by cultural resource sites and necessary mitigation requirements. The DLCD has been a leader among the ERT agencies in providing technical assistance and funding to the city for this land use planning work. The city and DLCD worked collaboratively with Wasco County, the Columbia River Gorge Commission, and several Oregon Tribes to develop a phased work program addressing necessary updates to the local land use plan and implementing regulations. Working through these requirements will take time the city some time, and the ERT will remain at the table to help.

Lending Helping Hands to Oregon’s Newest City

The city of La Pine in central Oregon is the state’s newest incorporated city, formed upon voter approval in the 2006 general election and officially incorporated in December of that year. The Central Oregon team has assisted La Pine and its leaders with a variety of issues and projects since the 2006 incorporation. The city has many tasks ahead of it as a new government, and the workload and issues have many times exceeded available city resources and expertise. The regional ERT has helped the city with technical assistance on numerous issues such as: transportation improvements and safety, possible siting of a biomass facility and other industrial businesses, senior housing, merger of separate water and sewer districts, and groundwater quality.

The regional ERT has also kept abreast of the city's ongoing effort to develop a land use program. By state law, La Pine must create a comprehensive land use plan and implementing land use ordinances. The DLCD granted the city \$80,000 to hire consultants to help them with this effort. In 2010, the city submitted the completed plan and ordinances to DLCD, requesting acknowledgement. The regional team will continue to meet with community partners from La Pine to help them, as feasible, get through the land use process and many other projects they are navigating.

Eastern Oregon (ERT Regional Coordinator = Scott Fairley)

Transportation and Industrial Lands Pilot Project in Pendleton

Limited staffing capacity and funding for planning means that some small cities have a shortage of marketable industrial lands within their UGBs but no resources to change the situation. While the DLCD has been able to provide some communities with funding and technical assistance to help justify and identify new industrial land sites, cities often struggle to fund the transportation planning required when land is rezoned for industrial use. Under state land use law, a community cannot rezone lands for industrial use without simultaneously addressing the transportation impacts. This scenario often results in maintenance of the status quo in communities facing real needs to update their economic development portfolios.

In 2009, the ERT Office began discussions internally and with state agency staff and directors on options for funding transportation planning cities need to complete when rezoning land for industrial use. In early 2010, after working with the ERT, DLCD, ODOT, and OBDD, the Transportation Growth Management (TGM) Program⁶ created a pilot program to use up to \$20,000 of TGM funds for transportation planning related to industrial land rezoning. Criteria and a grant review process were established.

In consultation with the regional team, the city of Pendleton applied for and received a pilot grant award and is currently working with ODOT on a scope of work intended to allow for additional development on their new Airport Industrial Park lands. ODOT, with ERT engagement, will evaluate the pilot program in 2011 to determine its success and to identify changes needed to best meet the transportation planning needs of small cities related to rezoning land for industrial use. The ERT is hopeful that the pilot program will evolve into a more stable funding opportunity to help struggling cities rezone land for industrial use and ultimately to allow for new development that will provide much needed job opportunities for local residents.

⁶ The Transportation Growth Management (TGM) program is jointly administered by the ODOT and DLCD. More information is available at <http://www.oregon.gov/LCD/TGM/index.shtml>.

Helping to Identify and Prepare Industrial Lands in Harney County

Employment growth in Burns, Harney County's largest community, has been hindered by past land use decisions that placed the majority of the community's industrially zoned land within the Silvies River floodplain. When the Louisiana Pacific Mill in neighboring Hines closed in 2007, Burns, Hines, and Harney County requested assistance from the Southeast regional team to identify marketable industrial land to meet the area's long-term employment opportunities. These communities share a common goal of ultimately replacing jobs lost by the mill closure.

The regional team met with the cities of Burns and Hines, Harney County, and the Burns Paiute Tribe and determined that updating the Goal 9 element of the Burns comprehensive plan was the most effective way to meet the area's need for marketable industrial lands. The OBDD member of the team worked with Harney County economic development staff to identify new economic opportunities for the region, including renewable energy manufacturing and logistics. As part of this work, they identified a need for 40 acres of new industrial land within the city of Burns. The team's DLCD representative worked with planning staff from Harney County and the city of Burns to determine where to locate the new industrial land, identifying 40 acres of residentially zoned land inside the Burns UGB. The area could be efficiently served with sewer, water, and transportation infrastructure. The team's ODOT representative helped his agency understand the importance of the project and as a result the Department agreed to delay an intersection improvement on US 20 to allow for assessment of impacts from the industrial rezoning effort. The ODOT also helped with planning efforts to ensure that US 20 would have the capacity to safely handle projected traffic flows from the new industrial site. The ERT Regional Coordinator facilitated meetings among the regional team and the cities, county, and tribe and kept city and tribal councils and the county court updated on how the rezoning effort was progressing.

In early 2009, the Burns city council, with support from the city of Hines, Harney County and the Burns Paiute Tribe, voted to amend their comprehensive plan to include 40 acres of land rezoned for industrial use. The city of Burns and the regional team is currently working toward qualifying the site for the state's industrial land certification program, including identifying funding for needed infrastructure extensions. Because of the industrial land efforts, the team is currently working with the city of Burns on improving the marketability of the Burns Airport, including sewer and water improvements necessary to support new development. The combination of local initiative and ERT assistance has converged to bring positive results to this region.

The ERT has provided unparalleled service to this community and many others in this region and is a key part of our efforts to revitalize our economic base.

**- Don Munkers, Burns City Manager,
Fall 2010**

The ERT has been great to work with. They've really taken the lead on helping us find usable industrial land.

**- Steve Grasty, Harney County Judge,
Fall 2008**

CHAPTER 5. Additional ERT Highlights

Within this chapter, summaries of special projects and issue areas provide a glimpse into the types of interagency and intergovernmental efforts that garner the ERT's attention. The nature and extent of ERT engagement in these projects and issue areas varies, as described in each subsection. All are highlighted here due to the anticipation of continuing ERT involvement or interest in these projects and issue areas within the remainder of the 2009-2011 biennium and into the next biennium. Another common thread is the way these projects and issues illustrate the importance of interagency coordination, with each involving several if not all the ERT agencies.

Oregon Solutions Projects

During the Kulongoski Administration, the ERT has partnered closely with the National Policy Consensus Center at Portland State University on various "Oregon Solutions" projects.⁷ Oregon Solutions works with communities to bring diverse partners from business, government, and non-profit sectors to the table to reach agreement on how to develop sustainable solutions to community-based problems. They employ a governance system based on the principles of collaboration, integration, and sustainability. The ERT and Oregon Solutions share an interest in facilitating work across sectors and jurisdictions, and both are responsive to community requests for assistance. Prior to a Governor's Oregon Solutions designation, project assessments are reviewed by the appropriate ERT Regional Coordinator and the Intergovernmental Relations/ERT Director. During the Oregon Solutions process, the ERT Regional Coordinators often encourage and help bring key stakeholders to the table. Staff members representing the two programs bring different relationships, experiences and skill sets to the table and their encouragement of partnerships can often enhance project outcomes. Oregon Solutions project examples in which the ERT has been active or remains engaged include: Vernonia Schools, Tillamook Basin Flood Reduction, Reedsport Wave Energy, Portland Community Gardens, Milton-Freewater Levee, Lakeview Bio-Mass and the Charleston Coastal Ocean Center.

City-State Relations Taskforce

The League of Oregon Cities (LOC) Board of Directors created a City-State Relationship Task Force early in 2009 in recognition of the importance of a healthy city-state relationship based on mutual respect and appreciation of each other's unique roles and contributions to meeting the needs and expectations of Oregonians.⁸ The task force was charged with developing recommendations regarding the current state of relations between cities and the state. The Task Force developed recommendations based upon input received through a series of 17 regional meetings with LOC membership and two surveys. League staff conducted the meetings around the state from April through July 2009. The League directed the first survey at its membership, with the second targeting

⁷ For more about Oregon Solutions, see <http://orsolutions.org/index.htm>.

⁸ League of Oregon Cities, Dec. 2009, City State Relationship Task Force Report

state agency directors, managers, and staff. The ERT has been supportive to the City-State Relationship Taskforce given a shared commitment to positive, healthy city-state relations. The ERT Director and Special Projects Coordinator assisted the task force with information as requested and helped to encourage response to the survey of state agency personnel. The ERT Liaisons have entered into conversation with LOC staff to explore ways to systematically address access to state agency information by local government partners. The ERT Director and Regional Coordinators work with the LOC staff to get welcome letters and related information out to newly elected local officials, with follow-up from the coordinator to answer questions and begin a relationship. The ERT hopes to continue this type of work with the League into the next biennium through the efforts of the Governor's staff, the ERT Liaisons team and other mechanisms.

The ERT...has been a valuable resource to cities and reflects a commitment to working in partnership with cities to address local issues for the betterment of the individual city, as well as the state's, economic future.

- Mike McCauley, LOC Executive Director, August 2010

Industrial Lands Readiness

Since its inception in 2003, the ERT has, under the leadership of Governor Kulongoski, engaged with state agencies, local governments, and private sector partners to address the need for industrial sites ready to serve the needs of businesses. The focus has primarily been on ensuring Oregon has an adequate supply of industrial sites for traded sector industries, to attract and retain employers that tend to offer large numbers of high-paying jobs. A centerpiece of the ERT effort has been on industrial site certification, first with development of the program, then with growing an inventory of certified sites, and more recently engaging in discussions and work with the OBDD and others to evolve the program. The work on certification has lead to a related focus on addressing economic development planning under the statewide land use planning program, as discussed later in this chapter.

Despite the success of past efforts to highlight issues, engender cooperation across sectors, and build an inventory of industrial sites, many in the business community continue to argue that Oregon still does not have the industrial land supply it needs to meet the needs of traded-sector industries. The Oregon Business Council, while applauding efforts made under the Kulongoski administration, identifies areas it views as ripe for additional work to secure an adequate industrial land supply:⁹

⁹ Oregon Business Council, 2010 Update - Oregon Business Plan, Initiative "Make Land Available for Traded Sector Development", available at <http://www.oregonbusinessplan.org/Default.aspx>.

- Insufficient coordination of economic development strategies among various levels of government
- Absence, in most communities, of a short-term land needs analysis and as a result a lack of a competitive short-term supply of industrial land
- Need for more communities to analyze short-term land needs for employment uses
- Lack of mechanisms to protect key areas of industrial designated land.
- Lack of mechanisms to pay for the infrastructure upgrades required when developing industrial sites.

The Oregon Business Council has expressed strong support for the continued focus of the ERT Office and ERT agencies in the area of industrial lands readiness.¹⁰

Industrial Site Certification Program

The industrial site certification program, administered by the OBDD, aims to prepare land for industrial development and related employment uses, thereby helping Oregon communities attract new employers and retain or expand existing Oregon businesses. Industrial site certification has benefited Oregon in two major areas: as a proven recruitment/retention tool for business development and as an effective program that assists communities with planning for future development. Certification can save businesses time and money and give Oregon communities a competitive advantage for attracting and retaining businesses.

Site certification is attractive to companies that are looking to develop quickly on sites with minimal, or at least well documented, prerequisites to development. Site certification helps inform participants about the rigorous demands of land entitlement and development and serves as a planning tool, helping communities better understand the quantity and the quality of their current stock of industrial land.

As a job creator, certification has experienced significant success since its inception. Overall, 49% of the certified sites have experienced some development and employment. OBDD has formally documented 3,400 jobs on certified sites. Further, some of the State's most prominent employment successes for FY 2010 have occurred on certified sites¹¹:

- Facebook project in Prineville has two facilities under construction and should employ close to 75 people when completed;
- Home Depot announced a facility in Salem that will employ as many as 175 workers when completed;
- Ferrotec announced a new facility in Fairview that will employ 30;
- Genentech will become fully operational in 2010 and employ 300 in Hillsboro;

¹⁰ Oregon Business Council and ERT Office Staff, Sept-Oct. 2010, Personal Communications.

¹¹ Williams, M., OBDD, Fall 2010.

- MEMC (formerly Solaicx)¹² is expanding in Portland, with plans to employ 60 workers.
- Pioneer Hi-Bred International, Inc announced an expansion of its current seed production operations in Hermiston, through construction of a new seed research facility ultimately employing 19 more workers.

The ERT Office continued to be available to the OBDD to collaborate on and work in partnership to support the site certification process. The process of readying industrial sites for "project ready" certification necessitates a collaborative, multi-agency, intergovernmental approach; i.e., there is logic in having the ERT involved based on the ERT mission and structure. The OBDD can access, upon request, assistance from the ERT Office in Salem or from the ERT Regional Coordinators and regional teams. The ERT can assist the OBDD with coordination and collaboration across agencies, participate in process improvement initiatives, help elevate policy issues that arise from specific certification efforts, and help communicate about roles and responsibilities for state agencies involved in the process.

The ERT's nine regional teams, led by the ERT Regional Coordinators from the Governor's Office, are often the logical point of engagement, available to assist OBDD upon the Department's request with identifying candidate sites, coordinating with key partners, addressing information needs, and getting sites through certification. In addition to assisting OBDD, the ERT regional team members gain important perspective and experience by participating in the certification process as they become more informed of what businesses look for in industrial sites and how current policies impact the state's economic development efforts.

Decision-Ready Program Development

The OBDD has developed a second tier for recognizing industrial site preparedness called "decision-ready", as compared to certification "project-ready." Certification remains the gold standard and the target that the state encourages to ensure an adequate supply of ready-to-go industrial sites. The decision-ready designation provides a formal stepping stone towards certification and a way to highlight sites that are potential candidates for full certification with appropriate attention from state agencies, communities, and property owners.

The Decision-Ready designation will recognize work done by property owners and communities to assess the readiness of their industrial sites for development and document development challenges. The designation differs from certification in several respects. The primary difference is that a Decision-Ready site does not offer the promise of development being possible in 180-days or less. Other differences stem from having fewer and in some cases less onerous standards that the site must meet. For example, not

¹² Business change mentioned in Sustainable Business Oregon on-line magazine.

as much documentation is required and some issues only need to be day-lighted instead of having a full plan in place to resolve. All sites granted the Decision-Ready designation by the OBDD will be eligible to enter the certification program, subject to meeting the standards for that program. The OBDD will help property owners and communities interested in certification by providing a blueprint of what needs to be done to move a site from Decision-Ready to Project-Ready.

The ERT Office has been supportive of the development of the Decision-Ready tier. This support has come primarily in the form of participation by the ERT staff and some regional team members in the OBDD efforts to develop the criteria for the Decision-Ready approach. The ERT Office has notified OBDD staff that assistance is available upon request to help with issues related to procedures, policies, or specific sites as the Department works to implement the new tier.

Land Use and Economic Development

Goal 9 and EOAs

The state land use program requires comprehensive planning by local cities and counties, and provides standards in the form of statewide planning goal and associated rules.¹³ Statewide planning Goal 9 addresses Economic Development: *To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's citizens.* Taken together, Goal 9 and the related administrative rule guide local planning for economic development and employment growth.

The ERT, with strong leadership from its DLCD participants, continues to work with communities on Goal 9 efforts, particularly helping identify needs for and participating in economic analyses. EOAs remain the centerpiece of Goal 9 planning. An EOA is the result of a community planning process involving crafting a local vision, exploring market trends and employment data, documenting information and analysis, and determining the total supply of employment land needed for a 20 to 50-year planning period. The EOA process focuses on lands within an UGB and the potential need for UGB expansion. As part of an EOA process, a community should determine which sites are ready-to-go with necessary infrastructure and other features that increase marketability for economic development purposes. Ultimately, a community adopts the EOA as part of its comprehensive land use plan.

Within the 09-11 biennium, the ERT Office and some members of regional teams have been participating in a DLCD-led process to engage communities and consultants from around Oregon in a process to update the Goal 9 Guidebook. The ERT Regional Coordinators and regional teams have also engaged with numerous communities around Goal 9-related questions and processes. Some examples are as follows:

¹³ See also Oregon Revised Statute 197.712(2)(c).

- North Plains EOA
- Toledo EOA
- Central Oregon Regional EOA (3 counties and 8 cities)
- Salem-Keizer-Turner Regional EOA
- Vale-Nyssa Regional EOA

Designating Lands for Urbanization

The ERT remains interested in UGB expansion issues because some cities are actively working to expand their UGBs to include industrial sites and others are contemplating whether they might need to do so in the near future. The DLCD and its commission undertook a substantial effort in 2004-2005 to strengthen and streamline the UGB amendment process through adoption of new rules and improved coordination of Goal 9 with other requirements of the statewide planning goals. Despite these efforts, the ERT continues to hear complaints from local communities about the UGB expansion process, particularly about the amount of time and money that it can take to complete the process and the wildcard of appeals of local land use decisions. Another challenge is the limited amount of grant funding that DLCD can provide for this type of local effort, a situation likely exacerbated in the next biennium given state budget shortfalls.

Assuring that Oregon communities have an adequate supply of suitable industrial sites for future industrial growth remains a work in progress. The DLCD and coordinating ERT agencies continue to learn from each and every engagement with Oregon communities working on industrial lands supply. New approaches are being developed and tried. For example, the DLCD led an innovative convening and coordinating of state agencies, in the manner pioneered by the ERT, to develop a unified state position on the Portland Metro urban and rural reserves effort. The ERT Directors and their designees, joined by several additional state agencies, met and hammered out a unified state position with regard to the amount and location of urban reserves in the Metro region. This type of effort is an example of how the state should be coordinating its review and response to major land use decisions and offers a tested approach for other future proposals involving designation of reserves or large changes to UGBs.

Economic Development ‘Core’ Team Meetings/Events

The directors of OBDD, DLCD and ODOT, along with senior staff, began meeting on a monthly basis in 2009 for the purpose of sharing policy and program updates and encouraging collaboration on integrating economic development, land use and transportation. The ERT Director and staff routinely participate in these meetings to keep abreast of key issues facing this economic development ‘core team’ of the larger ERT. The ERT Office applauds the directors for dedicating the time to this cross-agency effort. Given how often issues under the purview of these three agencies arise and interrelate in

the ERT's work with communities, this increased coordination and collaboration can only be beneficial.

Related to this 'core team' effort, the ERT Office participated in a July 2009 summit focused on industrial lands with the three agencies. The summit purpose was to encourage discussion across the state agencies about strengthening interagency partnerships around efforts to address industrial lands supply in relation to job retention and creation. In addition, the ERT Director participated in an October 2009 forum of the Oregon Transportation Commission (OTC) that brought together the directors of the OBDD and DLCD and the chairs of their commissions with the ODOT director and the OTC. The session focused on shared interests in the integration of transportation, land use, and business development efforts. The ERT Office also participated in an information sharing session involving OBDD, DLCD, and ODOT managers and field personnel that had a similar focus on integration. These exchanges highlighted cross discipline interest in improved interagency communications.

Integrated Water Resources Strategy

The 75th Legislative Assembly passed HB 3369 in 2009, directing the WRD to lead an interagency effort to develop an integrated water resources strategy for Oregon, taking into consideration water quantity, water quality and ecological needs. The ODA, DEQ, and ODFW are primary partners, but the WRD has also engaged many other state agencies, along with numerous stakeholders and citizens brought in through a robust public participation process. The WRD describes the intent for the strategy as developing a set of tools, data, and resources with statewide relevance that communities can use to address their water resource needs. The strategy should also serve as a roadmap for the state to follow as it prepares to meet Oregon's diverse and growing needs for water. The impetus for the strategy lies in the water scarcity that already exists in some places in Oregon. For example, WRD reports the following challenges: surface water is almost fully allocated during summer months, groundwater is declining in many areas, more than 1,800 water bodies not meeting water quality standards, and 24 fish species identified as Threatened or Endangered under the Federal Endangered Species Act and another 31 listed as state sensitive species. Additional challenges from climate change and population growth could exacerbate the situation.¹⁴

The ERT Office staff has been participating, along with representatives from nearly all ERT agencies, in the development of the water strategy for Oregon. There are numerous links between Oregon's water supply and economic development, and as such the ERT views the strategy development as hugely important to Oregon's future. The WRD has established an extensive public participation process, and the ERT Office staff has engaged at several junctures. The WRD ERT Regional Coordinators were invited to actively

¹⁴ WRD, Sept. 23, 2009, Oregon's Integrated Water Resources Strategy - Briefer, 2 pages.

participate in open houses held around the state. ERT regional teams have been encouraged to work with communities to better understand regional water issues. And finally, the ERT Special Projects Coordinator is participating as a member of WRD's agency advisory group. The ERT plans to continue its participation with the strategy into the next biennium.

New Natural Resources Economy

The ERT's work across Oregon is influenced by the difficult challenges facing rural communities in diversifying from a heavy reliance on natural resource extraction and agriculture. These industries supported Oregon's small town and rural areas for 150 years or more but various factors have led to their decline. Community leaders often look to the ERT for assistance and advice about how to bring new economic opportunities on-line. And one concept that might hold some promise for these communities and that the ERT has begun to explore and will track into the next biennium is the New Natural Resource Economy (NNRE) concept.

The NNRE is an emerging concept based on the viewpoint that ecological integrity, economic opportunity, and community livability are inextricably linked. NNRE advocates suggest building upon activities like environmental restoration and ecotourism as ways to bring jobs to rural places. Under this concept, natural resources are viewed as long-term community assets and their restoration and sustainable management as investment opportunities. Given the state's diverse and abundant natural resources coupled with its strong social, business and government commitment to sustainability, the ERT is interested in whether significant job gains and related economic benefits could be realized from efforts to build off the NNRE concept. Is there sufficient, sustainable job potential in areas such as watershed and forest restoration, wildfire mitigation, biomass utilization, bioenergy development, sustainable agriculture, and ecosystem services? This and other questions remain at this point. But the NNRE may be an area that environmental and economic development specialists could come together to find common ground and help communities realize greater economic diversification.

Climate Change Adaptation Planning

In fall 2009, Governor Kulongoski asked key state agencies and partners in the Oregon University System to collaborate on the development of a climate change adaptation plan for Oregon. The purpose of the plan was to describe likely climate change impacts in different regions of the state and set forth a framework to help state agencies and local governments in efforts to plan for and adapt to these changes. The plan was envisioned as an important next step in state efforts to consider the risks of climate variability and change. The effort provided an opportunity to look at how to coordinate agency efforts to

protect Oregon's most vulnerable people, places, and resources in the event of a rapidly changing climate.¹⁵

The Governor charged the DLCD with coordinating the effort, and the Department established an executive oversight group and a workgroup to move this planning effort forward throughout 2010. The effort culminated in the December 2010 release of the Climate Change Adaptation Framework. The Framework provides an initial prioritization of risks related to Oregon climate variability and identifies key next steps that involve little or no cost as a way of moving forward on these issues at a time of severe local and state fiscal constraints. The priority actions are linked to the following anticipated risks:

Very Likely to Occur:

- Increase in average annual air temperatures and likelihood of extreme heat events
- Changes in hydrology and water supply; reduced snowpack and water availability in some basins; changes in water quality and timing of water availability

Likely to Occur:

- Increase in wildfire frequency and intensity
- Increase in ocean temperatures, with potential for changes in ocean chemistry and increased ocean acidification
- Increased incidence of drought
- Increased coastal erosion and risk of inundation from increasing sea levels and increasing wave heights and storm surges
- Changes in the abundance and geographical distributions of plant species and habitats for aquatic and terrestrial wildlife
- Increase in diseases, invasive species, and insect, animal and plant pests
- Loss of wetland ecosystems and services

More Likely to Occur Than Not:

- Increased frequency of extreme precipitation events and incidence and magnitude of damaging floods
- Increased incidence of landslides

The framework includes a series of recommendations related to more systemic needs, i.e. not tied exclusively to any one risk. Several of the recommendations are especially germane to the mission and goals of the ERT. For example, the report highlights an absence of reliable information about the economic costs of projected changes to Oregon's climate and associated mitigation strategies. It recommends that state agencies work with economists, climate adaptation specialists, and others with expertise in economics to determine the key economic questions, analyses, and data that are needed to improve the

¹⁵ Governor Theodore R. Kulongoski, Nov. 30, 2009, Memo Titled *Development of the Oregon Climate Change Adaptation Plan*.

effectiveness of planning for climate variability and change. Another example is the report's recommendation for state agencies to embrace intergovernmental coordination and partnerships with the private and non-profit sectors to move implementation of climate adaptation initiatives forward. This recommendation reflects a recognition of the importance of coordination and collaboration to building resilience to and mitigating the effects of climate variability and change. In addition, the report points out that "the most effective adaptation strategies will be implemented at the local or regional level, but may well be a function of state or federal initiatives. The private and non-profit sectors will also be actively engaged at the local, statewide, and national scale in building resilience in areas such as the economy and social welfare. Activities at all levels will need to be coordinated to assure cost effectiveness and to avoid working at cross-purposes."¹⁶

The ERT Office and ERT agencies, at least those that already informed the framework with their knowledge and expertise, should continue to track and participate in related efforts as appropriate.

¹⁶ DLCD, Dec. 2010, Oregon Climate Adaptation Framework, p. xiii.

CHAPTER 6. Regulatory Streamlining Report

This chapter addresses elements of regulatory streamlining that the ERT Office was involved in or otherwise elected to highlight as examples of streamlining activities within state government. This section is not limited to efforts undertaken by the ten ERT agencies but instead addresses streamlining activities across the executive branch. In several instances, we have also addressed streamlining activities or interests of parties outside of the executive branch or from outside of state government altogether. This regulatory streamlining report provides a window into the types of efforts that contribute to enhanced efficiency and service delivery, while also presenting considerations related to possible future streamlining initiatives. The ERT Office knows that it could not capture all efforts in this snapshot but believes this report gives a good flavor for the types of activities occurring within the state.

Background

Governor Kulongoski's first executive order after taking office in 2003 was to create the Office of Regulatory Streamlining, housed at the DCBS, to work with state regulatory agencies on streamlining projects. The focus of the Office of Regulatory Streamlining was on making regulations simpler, speedier, and less expensive for business without decreasing the protections that Oregonians expect for the public and the environment. The Office helped facilitate more than 300 state agency streamlining projects that removed barriers to businesses. These included investments in online technology to give businesses easier and faster access to state government compliance services, simplifying processes and procedures, and creating consistency where administrative rules were duplicative or overlapped.

In addition to specific projects completed, a long-lasting impact of the Office of Regulatory Streamlining's work was to help instill the importance of regulatory streamlining into the mindset of state agencies. Part and parcel with the streamlining mindset is a focus on customer service. The Oregon Legislature also stressed the importance of streamlining and customer service through the key performance measure system and other means. As a result of these collective efforts, the ERT Office believes that state regulatory agencies have made great strides incorporating regulatory streamlining into their daily business practices and performance management.

Due to budget shortfalls, the DCBS closed the Office of Regulatory Streamlining at the end of the 07-09 biennium. But Governor Kulongoski's commitment to regulatory streamlining remained strong throughout the end of his administration. To keep some momentum around the issue, the Governor formally shifted elements of regulatory streamlining to the ERT. The Governor addressed the ERT role through an amended executive order, EO 09-10 issued in June 2009. See the Appendix for a copy of the EO. The Governor decided that ERT provided a ready home for regulatory streamlining, as a group already working with many of the state's major regulatory agencies and able to

partner with local governments, tribal nations, businesses and others to address regulatory efficiency issues.

Reporting Process

In accordance with EO 09-10, the ERT Office continued a key part of the Office of Regulatory Streamlining's past work, the gathering of streamlining project reports and recommendations for legislative measures to achieve streamlining from state agencies. The ERT Office developed a reporting process and implemented this process in 2010, i.e., one-time reporting for the biennium. The ERT Office asked agencies to highlight projects that improved processes, increased efficiencies and enhanced the effectiveness of regulatory processes. Agencies were encouraged to think a little more broadly about streamlining by sharing projects that improved service to any of their customers, not just businesses.

For the record, the reporting process captured some but not all new or upcoming activities going on in state government. Small agencies, boards, and commissions were not required to report to the Governor's Office; this was in recognition of 'above and beyond' administrative demands placed on those entities due to budget challenges. In addition, agencies not under direction of the Governor (e.g., Secretary of State, Department of Education, Labor and Industries, Treasury) were not asked to report. As mentioned above, agencies were given broad latitude to determine the types of projects to report, i.e., the ERT Office offered guidance but did not impose a restrictive definition of what constitutes regulatory streamlining. The theory here was that agencies are in the best position to determine which of their efforts best reflect a commitment to streamlining and customer service. In addition, the ERT Office had limited staff time and no other resources to commit to monitoring of regulatory streamlining activities and thus largely relied on the goodwill and motivation of agencies to respond to the request for project reports.

The Summary of Agency Reports

The ERT received 159 project reports from 23 agencies. These reports provide a snapshot of activities as of summer 2010 and cover a wide array of projects either completed, underway, or conceptual within the biennium. Despite the variety of state agency projects and diversity of agencies, the ERT did see some common themes in the reports submitted under EO 09-10.

- *First*, the ERT found that the projects could generally be sorted into three broad project types – license/permit streamlining, continuous process improvements, and information/training.
- *Second*, most agencies indicated that legislative action was not required or was already in place for the projects addressed. There were only 4 agencies that referenced a total of 5 legislative concepts for the 2011 session of the Oregon Legislature, and only 6 other agencies that indicated statutory changes might

ultimately be identified as necessary.¹⁷ For many of the projects, rulemaking or other administrative actions were sufficient at this juncture to move efforts forward.

- *Third*, agencies cited the use of new or enhanced technology and web-based tools, along with the related technical staff expertise, as important components of projects in all three type categories.
- *Fourth*, the most prevalent responses in terms of barriers to project success focused around availability of resources for staffing, integration of new technologies, and interagency collaboration. For example, agency staffing may be needed to move a project from conceptual to underway, implement changes made, ensure adequate coordination with stakeholders about updated processes and tools, and monitor results to ensure the outcomes anticipated. On the technology front, agencies mentioned items such as having sufficient information technology staff, building new tools for web-based applications, developing databases, and maintaining systems put in place to accomplish streamlining.

For specifics on the agency projects, see Tables 4 through 6 in the Appendix for listings of all projects submitted to the ERT Office, organized by agency (Table 4), project type (Table 5) and project status (Table 6). The individual project reports are located at http://governor.oregon.gov/Gov/ERT/Useful_Links.shtml#Regulatory_Streamlining or are available by contacting the ERT Office. The ERT Office encourages viewing the project reports and contacting state agencies directly for more information about particular projects. Agency representatives undoubtedly have many lessons learned and words of wisdom that they can share to positively influence the outcomes of future state agency efforts to streamline regulatory processes or otherwise enhance customer service.

In order to illustrate the variety of state agency projects reported to the Governor's Office, the ERT Office selected examples of projects to discuss in more detail within this report.¹⁸ The intent here is to showcase projects from each of the project types mentioned above: license - permit streamlining, continuous process improvements, and information - training. In addition, the case studies highlight streamlining that benefits not only business customers but also other agency customers including the public. Inclusion of these project case studies does not imply that these projects are of greater importance, quality or priority compared to other projects submitted to the ERT Office by state agencies. Simply stated, we offer case studies because there were too many projects to cover them all.

¹⁷ The OLCC, Oregon Racing Commission, PUC, and WRD highlighted legislative concepts. The DAS, DCBS, OED, ODFW, DHS, DLCD, OLCC, and Revenue all reported projects underway that could result in proposals to update existing statutes.

¹⁸ After selecting projects, the ERT Office asked the state agencies to provide project summaries and has included those here with minor editing.

Case Studies by Project Type

License/Permit Streamlining

(1) CCB – License Renewal

The Construction Contractors Board (CCB) currently uses a paper renewal form for contractor licenses. At renewal time, CCB sends the form containing information specific to each contractor. Some sections allow the contractor to request changes. Others require the contractor to complete information. In two places, signatures are required. When the contractor completes the renewal application, it sends it back to CCB with payment of the renewal fee. Unfortunately, CCB finds it must return over 60% of the renewal forms because they are missing information or contain incorrect information.

Next year, CCB intends to start renewing contractor licenses on-line. At the outset, CCB will renew only sole proprietors and corporations on-line, but these entities account for 77% of all contractors. Similar to the paper form, the on-line application process will show the licensee specific information stored in the CCB database. The process will walk the licensee, step-by-step, through the renewal process. If the licensee needs to change anything other than its business address, the process will terminate, and the licensee will complete the paper renewal form. (CCB intends to modify this later to allow more changes to be made on-line). When finished, the licensee submits the completed form along with payment by credit card. This will streamline the renewal process. CCB staff will have less mail to open and fewer documents to scan as the on-line information is automatically scanned. CCB will save time cashiering checks since the on-line process accepts only credit cards. Licensees will be served faster as the on-line process will not require CCB to review or return any renewal forms that are sent on-line. Licensees will also save the cost of postage to return renewal forms.

(2) DSL – General Authorizations

The DSL administers the state's Removal-Fill Law. The law requires persons to obtain a permit from DSL prior to conducting removal or fill activities in wetlands or waterways. For activities with minimal risk of adverse effects to wetlands or waterways, the DSL has an abbreviated permit process called General Authorizations. This class of permits is authorized by administrative rule, and once a General Authorization (GA) is approved, applicants may then apply for coverage under it for individual projects.

Traditionally, DSL has processed applications for GA similarly to permits for more complex projects, just within a more compressed time (i.e., 40 days for GA compared to 120 days for individual permit). In 2010, DSL evaluated the GA process, its original statutory intent, and how it could be streamlined to reduce the time and effort necessary to authorize these minimal risk activities. Project goals included streamlining the process for applicants and freeing up staff time to focus on projects with greater risk of adverse

effects. As a result, the Department will implement, beginning March 2011, a revised GA process built upon the concept of notice-based permitting. The new GA will identify nine (9) categories of activities authorized by rule when an applicant follows certain pre-specified standards and conditions. An applicant will use a simplified notice to inform DSL of their intent to conduct an activity under one or more of the GA. Within 30 days, DSL will verify that the proposed activity conforms to the pre-established standards for the applicable GAs and notify the applicant accordingly. Conforming projects may then proceed without further review, analysis or other process requirements.

The DSL expects to adopt GA by March 2011 for the following nine (9) categories of common in-water activities:

- Wetland ecosystem restoration
- Stream bank stabilization
- Waterway habitat restoration
- Piling placement and removal
- Minimal disturbance activities in essential salmon habitat waterways
- Recreational placer mining
- Temporary wetland impacts
- Transportation maintenance activity
- Removing and disposing of sediment behind tidegates

(3) DCBS – Electronic Insurance License Renewals

The Insurance Division at the DCBS licenses nearly 82,000 insurance agents and another 9,000 insurance agencies. The numbers include agents and agencies based in Oregon as well as those located in other states. The Division sends approximately 4,000 license renewal notices out per month, and licensees must respond by mail. The process is not user friendly for licensees, and it is costly for the Insurance Division.

The Insurance Division has invested in the development of an electronic insurance license renewal system. The system should be operational by 2011. The Division expects to save more than \$12,000 annually in postage costs alone by switching from paper to electronic agent license renewal notices. The system will use e-mail reminders to renew licenses, reducing paper and shorten the timelines for license processing. This means agents will receive earlier notification that their licenses are renewed. The division is encouraging agents to complete their renewal application electronically through the National Insurance Producer Registry (NIPR), a nonprofit affiliate of the National Association of Insurance Commissioners. Although agents still must submit evidence that they completed continuing education requirements to the division, the division is seeking scanned copies of these documents. Division staff will also use the e-mail database it is updating to communicate more effectively with agents.

Continuous Process Improvements

(1) ODA – Farm to School Program

The Oregon Farm to School program connects local farmers and food processors with school cafeterias in preschools, grades K-12, and colleges. Goals include serving more Oregon agricultural products on the lunch line and directly connecting youth to food production through activities such as school gardens, field trips to ranches, and farmers in the classroom. Farm to school activities benefit children, families, farms and the environment because they:

- Support economic development across numerous economic sectors and promote job creation.
- Increase market opportunities for farmers, fishers, ranchers, food processors and food manufacturers.
- Improve children's and the communities' knowledge about, and attitudes toward, agriculture, food, nutrition and the environment.
- Increase children's participation in the school meals program and consumption of fruits and vegetables, thereby improving childhood nutrition, reducing hunger, and preventing obesity and obesity-related diseases.
- Decrease the distance between producers and consumers, thus promoting food security while reducing emissions of greenhouse gases and reliance on oil.

The Oregon State Legislature established a Farm to School position in the ODA (2007) and a Farm to School and School Garden Coordinator in the Department of Education (2008) to support these efforts. The agencies meet routinely to avoid duplication of effort and improve efficiencies. Program implementation and evaluation are accomplished through diverse public-private partnerships with key stakeholders in the Oregon Department of Education, the Oregon Farm to School & School Garden Network, and other for profit and not-for-profit organizations that work on the local, regional and national levels.

The ODA reports that the benefits of the streamlined approach to Farm to School manifest themselves in numerous efforts including identifying and fulfilling product procurement opportunities, survey development and administration, and coordinating on a statewide monthly promotion of Oregon agricultural products in schools (Harvest of the Month). The ability to simultaneously address interrelated issues of economic development, health, education, and the environment increases the likelihood of successful program implementation and contributes to widespread popularity.

(2) DHS – Transformation Initiative

The Department of Human Services (DHS) has taken on a large-scale transformation initiative that uses a blend of project management principles, a strong governance structure, metrics, training and Lean techniques for process improvement. The initiative is

a comprehensive approach aimed at creating a culture of continuous improvement across the Department, with all six DHS divisions and central and branch offices involved.

A key aspect of the initiative has been the active involvement of employees of all levels in improvement efforts at the work unit, division and agency levels. The Department is now rolling out the Lean Daily Management System®¹⁹ across the agency to bring transformation to the employee level.

The DHS Transformation Initiative is organized around five main themes:

- Doing the right work the right way: Moving from confusing processes that lead to long wait times and errors to processes that are efficient and effective for customers.
- Developing world-class people and culture: Creating a culture geared toward anticipating and adapting to change, and one where people are excited to come to work and feel supported.
- Working together across divisions: Breaking down silos between divisions so they solve the problems they have in common and provide seamless service.
- Getting more with the public dollar: Becoming more strategic in our purchasing and contracting to be sure we're paying the right prices for the right products and services.
- Engaging with our partners for improved performance: Developing insight into the needs and capabilities of partners to better support them with technical assistance, common structures and incentives to help improve and provide consistent services to Oregonians across the state.

In 2008, the agency completed a rigorous self-assessment to create the Transformation Initiative Roadmap which defines the Department's approach to continuous improvement and identifies approximately 100 specific improvement initiatives. The creation of the Roadmap involved employees, employee unions, DHS partners and other public agencies. Implementation of the Roadmap has been ongoing since then, involving every employee and including the variety of stakeholder representatives in specific improvement activities as appropriate. It is common for a mix of employees, partners, clients and representatives from other agencies to participate in transformation activities like rapid process improvement events or surveys. DHS leadership gives presentations to elected officials and statutory committees such as the Committee on Performance Excellence.

The DHS has found that transformation work has lead to good stewardship of taxpayer dollars, increased transparency, and resulted in improvements in delivery of services. DHS reports that as of July 2010, 31 improvement projects have been completed generating benefits valued at nearly \$80 million, and 74 other improvement initiatives are

¹⁹ Lean is a system for work units to improve communication, develop and use metrics to prioritize work and make decisions, and make process improvements within the work unit.

underway. Employees are being empowered to improve processes to cut red tape, deliver better and faster service to clients, work more collaboratively with partners, generate cost savings and increase transparency for the public.

(3) OHCS – Housing Compliance Visits

Key members of the OHCS Asset and Property Management Division have participated in the statewide Streamlining Compliance Project that began in 2009. Three years ago, the Housing Development Center (HDC), a nonprofit organization providing technical assistance to community development corporations, worked with affordable housing owners and property managers from across Oregon to document that the costs for reporting and compliance were topping \$8 million per year. The HDC also found that some properties had as many as six different agencies inspecting their units each year, a major interruption in residents' lives. The goals of the Streamlining Compliance Project are to minimize the costs of compliance and reporting for jurisdictions and project sponsors across Oregon, while meeting the regulatory requirements and ensuring the public benefits and long-term viability of the projects; and, to create an information system that will cause the affordable housing underwriting and oversight processes to improve future project performance.

Starting in 2009, OHCS and other representatives from public affordable housing agencies at the county and city levels committed to participate on the Funders Work Group and are the guiding force for the Project. A combination of staff from 14 public agencies, private property management companies and nonprofit organizations from around the state completed a series of work sessions that have led to Phase Two of the process. In Phase Two, a pilot project will test new report contents, shared inspections, and shared compliance reviews across eight agencies. OHCS reports that the benefits of the Project are numerous: more dollars and time to help residents, more dollars and time for repairs and preventive maintenance, and more dollars and time for property owners to consider and plan for the long term needs of each property. Also, property owners will have more time for a wide range of community benefits and public agencies will have more time and money to preserve existing housing and support new development to meet housing needs across Oregon.

(4) ODOT – Truck Road Use Electronics Pilot

Oregon charges all trucks over 26,000 lbs. a road-use tax based on weight, number of axles, and miles traveled. Truck drivers and company offices are required to keep daily records of trips within the state. They then have to complete mileage reports on a monthly or quarterly basis, attaching payment by check. As of 2003, some reports are filed on-line, but the tracking requirements can be time consuming for the trucking industry. In recognition of this, the ODOT in 2009 developed a computer application for receiving global positioning system (GPS) signals from a modified smart phone wireless device, i.e. called Truck Road Use Electronics (TRUE). As signals are received from the TRUE device, the

ODOT's application maps and converts the coordinates to mileage totals. The application then takes Oregon's truck weight-mile tax rates and calculates the tax due for the miles traveled on Oregon roads.

In January 2010, ODOT partnered with a Portland-based trucking company to install its TRUE devices in five of their trucks. Throughout the month of February, ODOT collected GPS signals from the devices and generated a month-end report of the total miles traveled on Oregon roads and the total weight-mile tax due.

The TRUE automated process includes the ability to pay taxes online using Trucking Online - www.OregonTruckingOnline.com. The system is designed to replace recordkeeping paperwork while ensuring the greatest accuracy for road-use reporting. It has the potential to make billing and collections of a weight-mile tax the same as billing and collection of any public utility. A household, for example, uses as much electricity as it needs and simply receives a bill at the end of the month. In the future, a trucking company may use the highway system as much as it needs and simply receive a bill at the end of the month.

Information/Training

(1) ODFW – Hunter Access Map or Online Registration System

In Oregon, hunter education is mandatory for hunters under the age of 18 unless they are hunting on land owned by their parents or legal guardian or are participating in the Mentored Youth Hunter Program. The ODFW is working with its hunting and fishing license sales vendor to develop a new registration system that will make program administration more efficient, reduce the burden placed on the program's volunteer instructors, and make it easier for students to participate in education courses.

Currently, volunteer instructors are responsible for scheduling and reporting on their courses by submitting paper forms to ODFW, registering students (mostly by telephone), collecting course fees and remitting those fees to ODFW. The current system puts tremendous time and social pressures on our volunteer instructors and often makes it difficult for students to register and pay for courses. It also makes the administration of the program incredibly inefficient, as ODFW staff hand enters information on each course and newly certified student into multiple databases.

The new registration system will create tremendous efficiencies throughout the program. Volunteer instructors will be able to schedule, report and communicate with their students online and, most importantly, no longer be required to collect money from their students. Students will be able to search for, register and pay for courses online or by visiting any ODFW license vendor. In addition to no longer being required to enter course and student information by hand, ODFW staff will have exciting new capabilities that include real-time

reporting, electronic communicate with instructors throughout the state and participant tracking across programs that will enhance targeted marketing efforts. When completed, the ODFW will have a powerful total business solution that will provide staff with tremendous efficiencies, ease burdens on volunteer instructors, and make it easier for students to participate in the hunter education program.

(2) Lottery – Streamlining Compliance Efforts

The Oregon State Lottery is one of several regulatory agencies participating in an interagency compliance project, spearheaded initially by the Department of Revenue. The idea behind this “Compliance Network” was to bring forward regulatory issues that impact multiple agencies, such as non-compliance, so that the involved agencies could coordinate their enforcement efforts and not duplicate effort. Examples of non-compliance include misclassification of business workers as independent contractors (which gives the business an unfair advantage over their competitors) or businesses that engage in activity to avoid subjectivity to licensing or tax laws.

To coordinate enforcement efforts, the Lottery and other participating agencies use a common website developed by the Department of Revenue. At this site, the participating agencies can submit information regarding compliance issues for the other members to review. The agencies can then readily determine if they have businesses or individuals in common that have multiple compliance issues. This shared information allows for the appropriate agencies can address in a coordinated manner, saving time and money for the state and streamlining work with the businesses or individuals.

The following agencies are currently participating in this project: Lottery, the Oregon Employment Department (OED), the DHS, the CCB, the Landscapers Contractors Board (LCB), the Bureau of Labor and Industries (BOLI), DCBS - Workers Compensation, Occupational Safety and Health, and Building Codes Divisions, Oregon Liquor Control Commission (OLCC), and OR-OSHA.

(3) Revenue – Central Business Registry Upgrade

To start a business in Oregon today, a business owner may be required to file with many different state agencies. The business owner may also have to file with the federal Internal Revenue Service and the local municipality where their business is located. Each of these government agencies have separate requirements and forms that must be completed and processed. Errors in completing forms can inadvertently put a business out of compliance with state law, thereby creating penalties, fines or other sanctions, adding delays to the process, and creating additional “re-work” for businesses and agencies.

The Central Business Registry (CBR) is the State of Oregon’s vision for simplifying the process of creating, managing, and distributing business registration related information. The CBR provides a consolidated transaction system for businesses to file and maintain

business registration related information with multiple state, federal and local government agencies. The purpose of the CBR is to improve customer service by creating a consolidated online transactional system that provides business owners with a “one-stop” option and an electronic alternative to traditional paper driven processes in an efficient and cost effective manner.

A Phase 3 is planned for the CBR to provide the Department of Revenue additional benefits and efficiencies, such as those gained with the implementation of Phase 2 - Combined Employers Registration. Phase 3 functionality will provide Oregon businesses the ability to update existing business contact information such as mailing addresses, physical location addresses, payroll processing addresses and work location addresses. Work location changes will automatically make a business subject to Transit Tax or remove the business from Transit Tax subjectivity. Oregon business will also have the ability to make updates such as general updates to federal employer identification numbers and business name changes, owner/officer updates, employment status updates, changing business entity, using leased employee(s), and closing. Phase 3 will also provide the functionality to allow businesses to “register” with DCBS, improve information provided to businesses regarding Workers’ Compensation Insurance and allow businesses to amend and maintain their information online. In addition, participating state agencies will have the ability to send electronic renewal and late notices to businesses as well as additional information or other notifications as appropriate.

Other Notable Activities Related to Regulatory Streamlining

The section highlights a range of efforts occurring within the biennium that address key elements of regulatory streamlining and customer service. These efforts are not reflected in the agency project reports submitted pursuant to EO 09-10, but the ERT Office wanted to memorialize these efforts due to their significance either in terms of stakeholders engaged or the potential for innovative streamlining ideas or results. The ERT Office was only directly involved in a few of these activities and does not claim credit for the outcomes in any of these efforts.

Recommendations on Streamlining: Governor’s Reset Report

On September 3, 2009, Governor Ted Kulongoski signed Executive Order 09-13 creating a cabinet of individuals, representing both the public and private sectors, to develop options for resetting state government in order to preserve and improve the critical services it provides to Oregonians. Governor Kulongoski asked the Reset Cabinet to develop ideas for resetting the priorities and functions of government to ensure the state can best serve the interests and needs of Oregonians in the face of limited state revenues, restrictive state and federal spending mandates, and diminishing resources from the federal government. The Reset cabinet presented its menu of options to the Governor on June 25, 2010, with updates in December 2010.

Among the many options laid out by the Cabinet was a recommendation to recognize and promote the ongoing role of regulatory streamlining and process improvement within state government. The Cabinet recommended building “on continuous improvement, streamlining, and e-government efforts throughout state government, and requir[ing] all agencies to report on progress regularly to the Governor, the legislature, and the public.”²⁰ Within the report, the Reset Cabinet also acknowledges past and current efforts in Oregon to streamline processes and promote continuous process improvement to increase efficiencies and encourages the continuation of these efforts.²¹ The report does not address the potential role of the ERT Office in promoting, tracking, or developing these types of initiatives in conjunction with state agency, local government, and private sector partners.

For related reporting focused on the national scale, see also the National Governor’s Association (NGA) website for that organization’s analysis of how the national budget crisis created by the “Great Recession” is impacting state government in general.²² The NGA describes a situation of states taking efforts to downsize and redesign state government and service delivery to survive tough budget times and emerge competitive after the recession.

Consolidating Multiple State Programs: Oregon Health Authority

Through issuance of HB 2009, the 2009 Legislature set in motion the consolidation of nine state programs including the Oregon Medical Insurance Pool and the Office of Private Health Partnerships to create the Oregon Health Authority (OHA).²³ A primary goal was to bring most health-related programs in the state into a single agency to maximize purchasing power.²⁴ Governor Kulongoski supported HB 2009, stating that “[h]ealth care costs are increasing at a pace that is unsustainable and unaffordable, therefore shutting more and more Oregonians out of health care altogether. By consolidating the state’s health care services under one roof, Oregon can be aggressive in not only containing costs, but also expanding access and improving the quality of health care for all of our citizens.”²⁵

The Legislature provided a two-year transition period, during which the operations and duties of the programs moving to the OHA must be integrated. The OHA and DHS are essentially creating a new kind of state agency, with some shared administrative services and a conscientious effort to find ways to link programs to best meet the needs of Oregonians. The transition includes the elimination of two existing boards, the

²⁰ Governor’s Reset Cabinet, June 2010, Final Report, Section 3.7: Organization and Efficiency Savings.

²¹ Governor’s Reset Cabinet, June 2010, Final Report, p. 73.

²² Thomasian, John, Feb. 23, 2010, “The Big Reset – State Government After the Great Recession”, National Governor’s Association Center for Best Practices, 15 pages and Stewart, Lauren, Oct. 18, 2010, “Issue Brief: State Government Redesign Efforts 2009 and 2010”, Pew Center for the States, 26 pages.

²³ DCBS, Aug. 27, 2009, News Release, “Two Health Programs Merge into Oregon Health Authority”.

²⁴ More available at http://www.oregon.gov/OHA/features/feature_what_is_oha.shtml.

²⁵ Governor’s Office, July 8, 2009, Press Release.

consolidation of all state health care functions and a realignment of the DHS with three divisions will moving to the OHA. The executive and legislative branches should learn valuable lessons in this transition, with potential for application to future efforts to streamline administrative and delivery mechanisms. We include this effort as a process to watch because of this.

Addressing County-State Shared Services: Government Efficiency Task Force

During the 2009 legislative session, the Legislature passed HB 2920, which created the Taskforce on Effective and Cost-Efficient Service Provision. The HB charged this Taskforce with reviewing four specific state and county shared service areas with the objective of considering opportunities to restructure government programs to be more effective and cost efficient. The four shared services areas reviewed were: (1) assessment and taxation, (2) criminal justice, (3) elections, and (4) human services. In addition, the Task force was to address the possible phase-out of federal forest payments to counties by encouraging effective fiscal planning for counties facing this loss of revenue and recommending appropriate levels of state funding in relation to the federal revenue loss.

The Taskforce members included representatives of the Legislature, state agency executive management, the Governor's Office (including the ERT Director), the AOC, the LOC and the Special Districts Association. The Taskforce delivered its final report containing twenty-three recommendations for improving the delivery of vital services to Oregonians. State Representative Nancy Nathanson, chair of the Task Force, stated "[t]he Taskforce has worked hard to come up with some practical, achievable ideas that will make sure taxpayer dollars go further and can be implemented in the coming months." She highlighted how the Taskforce members "have also established new working relationships between state agencies, the Legislature, counties, cities and special districts that will lead to ongoing improvements."²⁶

The Taskforce recommendations will move forward on varying paths, including as legislative proposals, ongoing discussion items with state agencies, as continuing tasks for newly formed work groups, through regional partnerships, and so forth. The Taskforce report concludes by stating that the recommendations are only a starting point, with much work yet to be done.²⁷ Going forward, the ERT will engage in Taskforce related matters as appropriate.

Promoting Accountability & Customer Service: Committee on Performance Excellence

The Legislature established the nine member Committee on Performance Excellence (CPE) via passage of SB1099 (2008). The Committee members represent the executive, legislative and judicial branches, labor unions, and business members. The Committee is charged

²⁶ Representative Nancy Nathanson's Office, Oct. 4, 2010, Media Release.

²⁷ Task Force on Effective and Cost-Efficient Service Provision, Oct. 2010, Final Report, pages 3 & 15, also available at http://www.leg.state.or.us/nathanson/taskForce/GETF_FinalReport100110.pdf.

with creating a “process that will oversee the journey to excellence and encourage the most vital aspects of Oregon state government to be managed at a world class level.”²⁸ The Committee has adopted a definition of performance excellence that stresses “effective leadership, a results orientation, a commitment to continuously improve, transparency, accountability, and effective stewardship of public resources.”²⁹ In its 2010 report, the Committee stresses sponsorship, education, collaboration and motivation as the most critical needs for state agencies to accelerate progress in performance excellence. Specific recommendations under these four needs are as follows:

- Sponsorship - broader and more sustained top-level knowledge, vision, commitment and support for performance excellence. This includes a steadfast commitment and budgetary investment in performance excellence projects.
- Education - in depth, tiered training for all branches of government that builds the skills required to achieve continued performance improvements, efficiencies and results.
- Collaboration - greater communication, engagement, and encouragement among the three branches of government in setting shared performance goals and quantifying results in ways that support agency accountability, performance measurement and a focus on performance results.
- Motivation - the right mindset and meaningful rewards or incentives to improve performance. Agencies that create efficiencies need to be recognized, encouraged to share best practices, and supported in future efforts.

The ERT Office recognizes the value in the committee’s work as a voice to promote a customer service oriented mindset in state government. The ERT may be able to find opportunities to partner with the Committee in the future.

Enhancing the Efficiency of Regulatory Review: Restoration Projects on Private Lands

The current regulatory regime for habitat restoration projects is complex and cumbersome, having been built piecemeal through individual pieces of federal and state legislation, local government regulations, and the exercise of tribal authorities. State and federal governments critically need private landowner involvement to make significant headway in habitat restoration for the benefit of species recovery under the federal Endangered Species Act. Improving the efficiency of the regulatory review process is crucial to gaining the help of private landowners with habitat restoration. To that end, the Core Team (established under the Oregon Plan for Salmon and Watersheds) and the Stream Restoration Partnership (“Partnership” - an Oregon Solutions Project outcome) have

²⁸ More information available at <http://www.oregon.gov/DAS/BAM/CommPerfExcel.shtml>.

²⁹ Committee on Performance Excellence, Jan. 2010, Report to the Governor, Legislature, and Public, also available at http://www.oregon.gov/DAS/BAM/docs/Perf_Excel_Comm/GovRpt1-2010.pdf.

partnered in an attempt to address the inefficiencies in the regulatory system and facilitate the delivery of enhanced and accelerated stream restoration projects on private lands.

Together, the Core Team and the Partnership have produced a “Strategic Action Plan” (Plan) for addressing and removing barriers to effecting streamlined stream restoration.³⁰ This Plan proposes to examine institutional processes, policies and risk tolerances, as well as landowner and practitioner experience and expertise. The Plan calls for:

- collaborative engagement of state and federal agencies, local government, and the restoration community,
- creative use of technology, the internet, and data sharing,
- “user-friendly” production of information, permit processes, and performance standards,
- training and information to the restoration community,
- encouragement with incentives for private land owners,
- dispelling myths and diluting negative perceptions with factual information, and
- providing resources to facilitate and support restoration project efforts.

All state and federal agencies involved in this effort, as well as other conservation entities, appear to be committed to removing impediments and streamlining and integrating the regulatory pathways as much as possible. They have already started taking steps to address project goals. Accomplishments includes but are not limited to development of state and federal general permits for restoration work, implementation of a federally-led “restoration team” collectively focusing on higher risk projects, response to passage of HB 2155 that exempts certain restoration actions from standard permit requirements, and new use of technology for permitting application and project information management. The ERT Office will continue to monitor these efforts and encourage the continued engagement of appropriate ERT agencies.

Potential Streamlining Tool: Ecosystems Services Markets

Ecosystem services include the processes through which natural ecosystems support humans and other species, such as through clean air and water, healthy fish and wildlife habitat, mitigation of extremes in water levels, and the like. An ecosystem services marketplace is a system where credits for specific ecosystem services can be bought by those desiring them to mitigate for an impact and sold by those providing them for use in regulatory (e.g., permit mitigation requirements) or non-regulatory (e.g., voluntary habitat or flood mitigation) scenarios. For a number of years, a variety of agencies and interest groups have been engaged in discussions about the potential of an ecosystem services approach to managing natural resources while accommodating human needs and uses. This has included engagement by many of the ERT agencies and tracking of the issue by

³⁰ More information is available at <http://www.orsolutions.org/statewide/streamrestorationpartnership.htm>.

the ERT Office for its potential as a streamlining tool related to wetlands and waterway permitting.

The Oregon Legislature weighed into this ongoing conversation with the passage of SB 513 in the 2009 session. SB 513 declares “[i]t is the policy of this state to support the maintenance, enhancement and restoration of ecosystem services throughout Oregon, focusing on the protection of land, water, air, soil and native flora and fauna.” The legislation further declares that “[g]iven appropriate oversight, ecosystem services markets can save money, lead to more efficient, innovative and effective restoration actions than pure regulatory approaches and facilitate improved integration of public and private investment.” State agencies are encouraged to look for ways to support ecosystem services markets, such as to meet regulatory requirements for mitigation triggered by development in a manner that considers ecosystem needs on a landscape and watershed scale as opposed to giving preference to on-site, in-kind mitigation.

At this juncture, the primary outcomes of SB 513 have been to elevate the issue of ecosystem markets and to convene a stakeholder workgroup staffed by the Oregon Watershed Enhancement Board (OWEB) that in turn has made recommendations for how Oregon can best support development of these markets. Five of the ten ERT agencies had representatives on the workgroup.³¹ The SB 513 workgroup developed ten recommendations and provided those to the Oregon Sustainability Board for their consideration. The Board adopted those recommendations, with some revisions, and voted to submit the final SB 513 report to the Oregon Legislature.³² The recommendations include legislative and administrative options, ranging from ensuring common conservation and restoration goals and coordination across agencies to raising the profile of how government entities consider ecosystem services in government decision making and piloting ecosystem market projects. Within the report, the Board acknowledges the complexity of building ecosystem markets while clearly explaining the potential behind the approach and recommending the value and importance in continuing to bring interested parties together to see how this approach can be nurtured.

The ERT Office will continue to track developments with ecosystem services markets, coordinating with the appropriate ERT agencies in the process.

Streamlining Interests: Oregon’s Traded Sector Businesses

Several organizations exist within Oregon that represent the interests of Oregon’s mid- to large-sized traded sector businesses and engage in state government on various fronts. The ERT Office looks to these organizations for an indication of the degree to which regulatory streamlining issues and related matters are of interest to their business

³¹ For a full listing of the workgroup membership along with the membership of the associated “ad hoc” group of advisors, see <http://oregon.gov/OWEB/SB513.shtml>.

³² Report available at http://sustainability.oregon.gov/DAS/FAC/SUST/osb_home.shtml

members. The organizations profiled here work with state government in a variety of ways to promote the interests of their member businesses.

(1) Oregon Business Council (OBC)

The Oregon Business Council (OBC) describes itself as a non-partisan, independent association of more than 40 top business executives focused on public issues that affect Oregon's life and future. The Council's mission is mobilizing business leaders to contribute to Oregon's quality of life and economic prosperity. Since its founding in the mid 1980s, the Council has worked on a wide variety of issues such as K-12 and higher education, salmon and watershed health, transportation, and economic development. The Council has addressed these kinds of issues and others like them in its initiative called the "Oregon Business Plan", launched in 2002 and undergoing updating in 2010-2011. The Plan presents the OBC's long-term vision and strategy for creating more quality jobs in Oregon.³³

The Oregon Business Plan has provided a strategic framework for Oregon's businesses and elected leaders to work together on building a stronger, more competitive state economy with respect to the contributions of traded-sector business. At the first Oregon Business Plan summit in 2002, the burden of government regulation on business was a theme that dominated the proceedings. Six years later, panelists and speakers at the 2008 summit remarked on Oregon's enviable and progressive regulatory climate that keeps Oregon businesses competitive. The efforts within state government to streamline state regulations and processes, as lead by the Office of Regulatory Streamlining, clearly contributed to this change in status from 2002 to 2008.

The OBC is updating the Oregon Business Plan and presented work on its initiatives at the December 2010 leadership summit.³⁴ The Plan continues to include an initiative called "Simplify and Streamline Regulation and Permitting." Conversations with OBC staff suggest that while streamlining will always be important to the business community, the tone and tenor of the request for state government assistance will not match that found in the original version of the Plan. Other issues have eclipsed regulatory streamlining as a dominant concern of OBC members with respect to the current and upcoming biennium. This is at least partially a reflection of progress made in the state's efforts to build a stronger focus within state government on streamlining and customer service. Where concern remains, it appears focused around specific issues such as working to provide a more robust supply of industrial lands, evaluating regulatory appeal processes, natural resource permitting, and looking at ways to streamline local government permitting. The ERT will continue to monitor the Oregon

³³ More information available at <http://orbusinesscouncil.org/>.

³⁴ OBC, Dec. 13, 2010, Agenda and Plan Summary – Not Business as Usual, 2010 Leadership Summit, p. 1-12.

Business Plan initiatives for regulatory streamlining ideas and issues as the Council moves its process forward.

(2) Oregon Business Association (OBA)

The OBA describes its role as providing bipartisan, statewide business leadership that strives to ensure Oregon's continued economic competitiveness and boasts a membership of more than 300 businesses from around Oregon. The organization conducts policy research, develops initiatives, and engages in various government processes. The OBA vision addresses, among other things, caring for Oregon's most vulnerable citizens, protecting the environment, and promoting economic development. To achieve the vision, the OBA has set seven goals focused on (1) the economy, (2) state finance, (3) the environment, (4) public education, (5) public health and healthcare, (6) transportation, and (7) public trust. None of these goals, as described on the OBA website, specifically mentions needs or issues related to regulatory streamlining or continuous process improvement.³⁵ Nonetheless, the ERT Office remains open to discussing these types of issues with the organization as may be appropriate in the future.

(3) Associated Oregon Industries (AOI)

AOI is a non-profit association that lobbies on behalf of its business members. AOI represents members before the legislature and state agencies in areas of education, environment, health care, labor law, natural resources, retail, taxation, transportation, unemployment insurance and workers' compensation. AOI boasts a statewide membership reflecting a diversity of Oregon businesses. The AOI Board is guided by a long-standing set of ten principles, including a principle to promote cooperative and consistent regulations by deregulating and privatizing operations. The organization also focuses on state agency rule-making, regulatory processes, and legislative affairs related to business.³⁶ The ERT Office has not been contacted by AOI regarding any regulatory streamlining issues but remains open to discussing issues with the organization as may be appropriate in the future.

Streamlining Interests: Oregon's Small to Mid Sized Businesses

To truly understand the needs of small to mid-sized businesses with respect to government regulations, processes and customer services, the ERT Office would need the staff resources to fully engage with various organizations that are familiar with Oregon's small businesses and have communications networks that could be tapped. The ERT Office would also want to conduct work related to small businesses in close coordination with others in state government that already have relationships with this sector, such as

³⁵ More information available at <http://www.oba-online.org/>.

³⁶ More information available at <http://www.aoi.org/organization/FAQ.cfm>.

Secretary of State, Department of Revenue, and the OBDD. More concerted outreach with the small business sector would undoubtedly provide valuable insight on this sector of customers' experiences with state government and needs in terms of supporting job retention and growth. The ERT profiles here a few organizations that appear to be potential partners for any future outreach efforts.

(1) Oregon Small Business Advisory Council

This council has evolved from the small business council first established under Governor Kitzhaber and is charged with working with the OBDD, other state agencies, and small business representatives to develop recommendations on best practices for promoting the growth and economic vitality of Oregon's small business sector. The council is made up of small business owners and operators from around the state. Governor Kulongoski has recognized the contributions that this council can make and the importance of small business to Oregon, stating "SBAC members bring a critical perspective to the table. They are my eyes and ears out in the small business community."³⁷

(2) Small Business Development Centers-Directors and Advisory Board

The Small Business Development Centers (SBDCs) provide services to small business owners and operators as well as those considering starting a small business. This network of centers describes its mandate as helping grow Oregon businesses and the Oregon economy.³⁸ The SBDCs provide this assistance across a spectrum of business stages, from start-up to mature companies.

Each SBDC has an executive director, and those directors collaborate on a variety of issues related to supporting Oregon's small businesses. The cumulative knowledge of these directors, along with their networks of small business contacts, could prove invaluable to tapping into the small business community to gauge regulatory streamlining issues and needs. The SBDCs are funded by the U.S. Small Business Administration and the OBDD. This funding structure means that the OBDD and the ERT could conceivably partner on outreach to small businesses in relation to regulatory streamlining, if staffing resources for such an endeavor were to become available.

(3) Oregon Small Business Council

According to its website, the Oregon Small Business Council is a statewide coalition of small business owners working to build a stronger and more sustainable economy. This Council aims to: (1) support legislation that helps grow Oregon's small business economy, (2) provide tools for small businesses, and (3) offer education and

³⁷ More information available at <http://www.oregon4biz.com/news.php?a=2>.

³⁸ More information available at <http://www.bizcenter.org/About>.

networking opportunities for small businesses. The Council reminds us that small business owners have different needs and ideals than large, traded-sector corporations.

The Council has developed “Issue Committees” for 2010, and regulatory streamlining is not explicitly listed as an area of focus. However, anecdotal information and conversations with those familiar with small businesses suggest that regulatory streamlining remains a concern for many small businesses. The example often mentioned is to think about how challenging it can be to a business with only a handful of employees to even understand who does what within government, let alone the nuances of local, state, and federal requirements, permit programs, etc. Given that the Small Business Council has limited staff support and other resources, the ERT Office cannot simply rely on having the needs of small businesses presented to us in the manner of the Oregon Business Plan. (See also earlier discussion under Oregon Business Council.)

(4) Organizations Operating as Economic Development Districts

In Oregon, there are eleven federally-recognized Economic Development Districts or EDDs funded by the federal Economic Development Administration. The EDDs are responsible for maintaining Comprehensive Economic Development Strategies (CEDS). The EDDs with approved CEDS are eligible for EDA funding. Each organization is a bit unique, but all have programs that offer various forms of assistance to local businesses. The staff of these organizations, along with their boards and partners, could provide valuable insight about where business operation, retention, and recruitment activities could be most benefited by regulatory streamlining efforts.

The EDDs are:

- CCD Business Development Corporation - Roseburg
- Central Oregon Intergovernmental Council - Redmond
- Columbia Pacific Economic Development District - St. Helens
- Greater Eastern Oregon Development Corporation - Pendleton
- Mid Columbia Economic Development District - The Dalles
- Mid Willamette Valley Council of Governments - Salem
- Northeast Oregon Economic Development District - Enterprise
- Oregon Cascades West Council of Governments - Albany
- South Central Oregon Economic Development District - Klamath Falls
- Southern Oregon Economic Development District - Medford
- Portland-Vancouver Economic Development District - Portland

Opportunities and Challenges in the Next Biennium

How much of a focused, concerted regulatory streamlining effort should the Governor's Office or a similar lead entity move forward with in the 2011-2013 biennium? What type of effort is realistic given revenue shortfalls within state government? What type of effort would be most responsive to large, mid- and small-sized businesses alike while balancing the needs of Oregonians for accountability and protection of public values? What are the costs and benefits of action vs. inaction, and how do we measure and manage for results? These are among the numerous questions that the Legislature and next gubernatorial administration will need to consider with respect to deciding how Oregon state government will address regulatory streamlining and customer service issues in the next biennium and beyond. The ERT Office cannot and should not unilaterally answer these questions but offers some thoughts on challenges and opportunities that decision makers might want to consider.

Strong Executive Leadership. Throughout his administration, Governor Ted Kulongoski provided strong leadership around the issue of regulatory streamlining. The next Governor will need to determine where regulatory streamlining and service delivery fall among the many priority issues and challenges of the times. Without a strong commitment from the next Governor, there is a possibility but no certainty that other executive branch leaders could step up, carry the load, and effectively lead state agencies forward with respect to regulatory streamlining.

Begin and End With the Budget Question. A regulatory streamlining effort without funding to support dedicated staffing, training or other efforts will be challenged to deliver many results. Even a strong leader cannot single handedly move the ball forward. It takes concerted effort and a team approach to engaging state agencies, keeping the necessary focus on regulatory streamlining and process improvement, tracking all the entangled variables that must be addressed in individual projects, and ultimately influencing a shift to a more results based government. The irony is that state government increasingly needs to realize the cost effectiveness and efficiency benefits of regulatory streamlining and process improvement efforts but in at least the last several biennium and going into the next biennium has fewer and fewer resources to devote to these efforts.

Supporting a Culture of Regulatory Reform & Results-Based Government. Executive branch leaders need the knowledge and tools to continually instill a cultural mindset and structure that promotes and incentivizes streamlining. Ideally, training would be available for state agency personnel – particularly those interfacing on a daily basis with businesses and other customers – to provide examples about the benefits of a customer service and results oriented approach. Managers could benefit from such trainings as well. Another idea would be to organize forums for agencies that

encourage sharing of best practices, development of strategic partnerships, and efficiencies.

The status quo situation is largely that each agency working on a streamlining project is on its own in figuring out how to get from idea to implementation. A valid question to ask is whether this is an acceptable long-term approach or whether providing additional supports to agencies would result in better, more cost-effective outcomes. Agencies would likely benefit from additional supports, such as from renewed funding of something like the Office of Regulatory Streamlining, empowering and funding another existing entity such as the Committee on Performance Excellence (CPE), Office of the Governor, or DAS to support agency efforts, or through more diffuse investments in training, cross agency information sharing, and technology to support new approaches.

Encouraging Continuous Learning and Improvement. We need to learn from our mistakes and successes. This requires some way to track regulatory streamlining and customer service needs, projects, and results. The existing performance management system is not up to this task, nor does it necessarily involve the full cross-section of state agency personnel that could positively contribute. The existing performance management system also does not readily promote interagency sharing of information as most performance measures and associated reports are agency specific and primarily discussed in forums specific to that agency.

There is some opportunity within the existing performance management system to promote the use of shared performance measures, as appropriate. In some instances, state agencies may benefit from convening around shared performance measures. If related measures are mapped in a way that allows state agencies to see how they share policy, regulatory, and performance measures, then state agencies can see where duplication and overlap exists. This could lead agencies to look for ways to improve service delivery to shared customers.

Also included under this heading is the need to encourage those agencies successfully implementing streamlined processes to keep sharing data on lessons learned and costs avoided. There is currently no systematic approach to this sort of information exchange, other than the periodic collection of project updates as first done by the Office of Regulatory Streamlining and this biennium by the ERT Office.

Ideas Clearinghouse. Oregon might benefit from a more structured approach to gathering and vetting ideas for regulatory streamlining and customer service efforts. Let's say that a business group, agency, legislator, citizen, state employee, or stakeholder has an idea for a regulatory or customer service delivery improvement. Who is able to deal with it in an appropriate, thoughtful, and transparent manner? For

example, how is the idea captured in writing, shared with appropriate entities, and reviewed for feasibility? If a project is deemed feasible and worth pursuing, how is a sponsor state agency or entity selected to move the idea forward and how is progress tracked?

Our northern neighbors are testing out an approach to tracking and vetting of regulatory streamlining ideas, and we should be able to learn from their experiences. The Washington Governor's Office of Regulatory Assistance (ORA) has developed a process called the Regulatory Improvement List (RIL). In order to get onto the RIL, a streamlining idea must fit into one of four categories: (1) statute or rule change, (2) administrative change to policy or procedure, (3) an idea about new or improved education or public information materials, or (4) a technology system improvement. The ORA hopes to use the RIL system to sort through and track ideas, even those not currently feasible or affordable in case new and unanticipated opportunities to address these ideas should arise. The ORA reports that the RIL approach is helpful in highlighting issues, resolving conflicts, memorializing ideas, and consolidating and coordinating related ideas. For more on the ORA approach, see their website and 2009 annual report.³⁹ The greatest challenge facing the RIL approach appears to lie in sufficient staffing to keep the formalized system maintained.⁴⁰ The ERT Office certainly could not implement this approach with status quo operations and budget.

Preserving Existing Data. The Office of Regulatory Streamlining created a project database for tracking regulatory streamlining projects that state agencies had completed or underway. With the closure of that office, the database is in limbo, held by DCBS for now but with an uncertain fate. The ERT Office has neither the technology nor staffing to take over the database and is grateful that DCBS agreed to maintain the database for now. The fate of this database will need to be determined as part of future decisions about state investment in the promotion of regulatory streamlining. Even if the database is mothballed, the existing project data would need to be extracted and memorialized.

Continuing the Oregon License Directory. The Office of Regulatory Streamlining put considerable effort into the development and maintenance of the Oregon License Directory. This Directory website provides a single information source for State of Oregon licenses, certifications, permits, and registrations. The system also allows cities, counties, and regional jurisdictions to include information about their requirements. A citizen or business can go to this site to find out about state requirements, determine eligibility and how to register, download forms and instructions, find fees, relevant laws, and other requirements, search for license

³⁹ Washington Governor's Office of Regulatory Assistance, Sept. 2009, ORA 2009 Annual Report for Fiscal Year 2009, page 7 and also <http://www-dev.ora.wa.gov/regulatory/default.asp>.

⁴⁰ Lumsden, Faith, Nov. 2010, Washington Governor's Office of Regulatory Assistance, Personal Communication.

holders, and find the right agency(ies) to contact for more details. In some cases, a person can apply for or renew specific licenses online.

The ERT Office has neither the technology nor staffing to maintain the Directory, and this was a major concern given how useful the Directory is for businesses and citizens. The ERT Office facilitated conversation between the DCBS and Secretary of State's (SOS) Office to see if a transfer of the Directory to SOS was feasible. As a result, the DCBS and SOS agreed to a partnership with the SOS in which DCBS will continue hosting the Directory at no charge and SOS taking over technical support and outreach services. We recommend that the incoming administration be aware of and supportive of this arrangement between these agencies.

Funding Programs Clearinghouse. State government should investigate the possibilities for improving access for local governments, businesses, state agencies, and other stakeholders to information about funding programs of relevance to business and related community projects. The ERT Office has frequently heard requests for improved access to the following key information to streamline project development:

- comprehensive list of state and federal funding programs
- key contacts for agencies providing/ administering programs
- accurate program descriptions, including what will and won't be funded
- type of funding (grant vs. loan vs. combination)
- eligibility requirements (applicant and project type)
- application timeframes & processes
- typical funding amounts (by award and program in total/year)
- availability of funds (at any given point in time, as tied to application timeframes, processes, and funding amounts)
- matching fund requirements

A number of agencies and organizations in Oregon have attempted to gather information on funding programs and make this information available via the internet. However, no one entity or website provides comprehensive information, and all suffer to some degree from limited maintenance. The ideal site would provide information on funding programs from federal, state and local government, as well as institutions, philanthropic trusts and companies. The challenge is that this type of website must be backed by a comprehensive database, and creating such a database would be just the first step. The real test being would come in whether the state could maintain such a database and website to truly streamline access to information and its ability to match customer needs to opportunities.

Outreach to Better Assess Business Interests and Needs. Given resource and staffing limitations, the ERT Office has not been able to systematically engage the business community to gauge current needs and opportunities within the context of regulatory

streamlining. On the one hand, we have not received many calls from businesses on the subject, and one could argue that this reflects waning interest within the business community regarding regulatory streamlining. But it is just as likely that this lack of calls reflects more upon the ERT Office's new tenure with EO 09-10 and our inability to engage in an aggressive outreach campaign. We have not been in a position to reach out to businesses to specifically ask for their input. What information we do have about business needs tends to be limited, dated, or both. See earlier discussion within this report about organizations focused on supporting and growing the private sector that might be good partners for the state if the next administration determines that more direct engagement around regulatory streamlining with Oregon businesses is high priority.

Partnering with Local Governments. The Office of Regulatory Streamlining was able to spearhead a look across the executive branch of state government and specifically focused on numerous projects related to state agency permitting processes. But with the exception of some work on e-permitting through the Building Codes Division at DCBS, the state has not focused on permit streamlining that may be achievable at the local government level. In large part, this is the result of the state respecting local authority and control. However, there may be some benefit in exploring with local governments whether opportunities exist for state-local collaboration on new approaches to local permit streamlining. Local interests may vary greatly from jurisdiction to jurisdiction, and the state would most likely need to have some new resources (funds, staff, and technical tools) to put toward any such effort. As a starting point, the next administration or others interested in local permitting issues might ask the AOC and LOC for their thoughts and guidance on this subject.

Partnering with the Federal Government. Much of the state's historical focus on permit streamlining has been on permitting for projects impacting wetlands or waterways. These efforts have been driven by a combination of business, legislative, and executive branch concerns with status quo processes. While numerous improvements have been made to state permitting processes as a result, these changes collectively have been arguably modest with respect to challenges presented by federal-state permitting overlaps. Coordination with federal agencies remains a challenge for numerous reasons. The federal agencies are not beholden to what the state may view as high priority projects or appropriate balancing of environmental and economic outcomes. Projects that involve endangered species issues or that trigger federal NEPA review can still take substantial time to get through permitting processes, and the state has limited ability to ensure holistic streamlining in these cases.

While not recommending a return down paths already travelled, there may be new opportunities or new relationships to pursue based on lessons learned through ongoing efforts. For example, there is undoubtedly a lot that can be learned by talking

with state agency leaders involved in efforts such as the ODOT Programmatic Agreement Regulatory Implementation Team (PARIT) for implementation of the Bridge Delivery Program, the ODOT sponsored federal-state Collaborative Environmental and Transportation Agreement for Streamlining (CETAS), the Water Resources Hydroelectric Application Review Team (HART), Removal-Fill General Authorizations and ACOE Regional Permits efforts, or the Stream Restoration Partnership (discussed earlier in this document). Promotion of regulatory streamlining could be an important tenant of future state-federal relations, with application to various issue sectors.

CHAPTER 7. Summary for the 09-11 Biennium

The ERT

This report captures highlights of the ERT story, for posterity and to inform future efforts carried out by the incoming gubernatorial administration or taken under consideration by the Oregon Legislature. The many individuals involved in the ERT's work over the biennium have accomplished much and demonstrated through their actions and the results achieved the power of finding common ground, building relationships and working in partnership. The overwhelming majority of those who have worked with the ERT recognize it as a unique, effective and increasingly necessary approach to how the State of Oregon conducts business. The ERT "experiment" now has a proven track record, and the ERT structure is ready for use as a mechanism for promoting regional strategies and partnerships with local governments and businesses.

The ERT approach of interagency and intergovernmental coordination should prove valuable in helping the state address key interdisciplinary issues emerging as priorities in the next biennium. The ERT mission and structure are flexible enough to help move a variety of efforts forward, with the ERT participants already having some involvement in a host of issues such as industrial land readiness and redevelopment, infrastructure planning and finance, land use planning, regulatory streamlining, renewable energy development, sustainability, transportation, and some aspects of natural resources management.

Despite all the positive aspects of the ERT, it is never advisable for a program to simply rest on its laurels. In fact, the ERT focus on customer service drives the ERT Office and state agency participants to continually look for ways to improve efficiency and effectiveness. The ERT executive management team, ERT Liaisons, ERT Regional Coordinators, agency team representatives, and local and regional partners all need to remain engaged in efforts to continually improve ERT efforts, to ensure high quality service and efficiency. Ideas that have emerged during recent discussions about ways to continue to improve ERT efforts include the following; these warrant full engagement of the ERT agencies and further, thoughtful discussion with the next administration and others interested in the ERT mission:

- Clearly define the next generation strategy and set of guiding principles for the ERT, highlighting changes vs. continuing elements and share this information with all state ERT participants as well as local and regional partners
- Engage with local and regional partners to inform this next generation strategy and set of guiding principles, ensuring the ERT will remain informed of and responsive to the needs of its customers while also seeking ways to address state needs

- Continue to look for innovative ways to bring funding and other resources to bear to help communities move forward with preparedness for economic and community development
- Determine whether the ERT should work more closely with private businesses or how it might enhance work in partnership with other organizations that already have the expertise and tools in place to directly support private sector needs
- Be extra conscientious of the “perfect storm” of reduced staffing and resources occurring simultaneously at state and local government levels and consider how service delivery may need to further evolve to maximize efficiency and measurable results.
- Consider ways to provide more flexibility in how agencies engage in the ERT for maximum efficiency and best use of increasingly limited resources, while setting and articulating core standards and minimal engagement points that all agencies need to embrace for communication and implementation success.
- Further promote regional approaches to problem-solving using tools that already exist and developing additional tools and partnerships as needed, operating from a framework that is informed by local needs but allows for more “bang for the buck” by also considering when regional solutions are appropriate.
- Invest in information sharing and development opportunities for state ERT participants to further develop the ERT ability to represent a state government in a coordinated voice reflecting a shared mission vs. coming across as a collection of agencies assembled to share their expertise and resources.
- More regularly document lessons learned and regulatory or policy challenges encountered and use to inform state agency business practices and outreach to communities and businesses
- Remain open to stronger linkages with Oregon’s tribal governments if and when requested by tribal nation leaders, for example through collaboration with the government-to-government economic development cluster or assistance with individual economic development projects of tribal nations
- Determine what role the ERT will play in future regulatory streamlining efforts, i.e. as a leader, strong participant, or interested party

Regulatory Streamlining

This report highlights many accomplishments resulting from state agency efforts to embrace streamlining and improve customer service. Key challenges and opportunities for promoting regulatory streamlining in the next biennium are also described. Clearly the State of Oregon is at a crossroads with a new Governor taking office, the Oregon Legislature convening soon thereafter with a historic balance of power between the two major political parties, the state budget in crisis, and calls coming from diverse

stakeholders for fundamental changes in how the state sets priorities and provides services. Somewhere in all the discussions to be had and decisions to be made, there will hopefully be a meaningful look at the future of state-led regulatory streamlining and process improvement efforts. State leaders will need to weigh the overall importance of promoting regulatory streamlining and related efforts compared to focusing on other priority issues, but hopefully not without considering how streamlining and process improvement might be a necessary component of reinventing state government. Those same leaders will hopefully also bear in mind the clear links between strong executive and legislative leadership, availability of resources within and otherwise supporting state agencies, and the ability of state agencies to make great strides in improving regulatory and other processes for the benefit of their customers. While the State of Oregon has made notable advancements on the regulatory streamlining front over the last decade, more work remains to be done.

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We also recognize and greatly appreciate all the state agency participants in the ERT that contributed ideas to this report, and more importantly, that worked hard to carry forward the “ERT approach” during the 2009-2011 biennium.

To state agencies that prepared project reports pursuant to EO 09-10, we thank you for your help in documenting the important work of state agencies to promote regulatory streamlining and customer service.

Most importantly, the ERT Office thanks all those community and business representatives and leaders that have engaged with the ERT. We appreciate the opportunities provided to work in partnership with you for the betterment of Oregon communities and citizens.

Appendix

House Bill 2011 from 2003

Excerpt – Final Report on 2010 ERT Customer Satisfaction Survey

Excerpt – ERT Section of Governor’s Office APPR for FY 2010

Executive Order 09-10

Tables 4 – 6: Agency Projects Submitted Under EO 09-10

Table 4: Summary of Streamlining Reports by Agency

Table 5: Summary of Streamlining Reports by Agency and Project Type

Table 6: Summary of Streamlining Reports by Agency and Project Status

Enrolled House Bill 2011

Sponsored by COMMITTEE ON TRADE AND ECONOMIC DEVELOPMENT (at the request of
Speaker of the House Karen Minnis)

CHAPTER

AN ACT

Relating to economic development; creating new provisions; amending ORS 215.427, 227.178, 285A.050, 285A.090, 285A.095, 285A.136, 285B.283, 285B.286 and 285B.455; appropriating money; and declaring an emergency.

Whereas over half of Oregon's counties are currently listed as economically distressed; and

Whereas Oregon currently has the highest unemployment rate of any state; and

Whereas the retention of existing jobs and the creation of new jobs by existing businesses, as well as recruitment of new employment opportunities to Oregon, are necessary for economic prosperity; and

Whereas economic stimulus measures for reinvigorating and reversing the recent downturn in Oregon's economy should be put forward during the Seventy-second Legislative Assembly without regard to political party affiliations in a collaborative manner; and

Whereas economic health and viability depends on Oregon's ability to improve the state's working environment and appeal to the investment community for investments in Oregon; and

Whereas it is important for Oregon to be competitive with other states; and

Whereas most Oregon businesses are small businesses, employing fewer than 25 employees; and

Whereas public-private partnerships must be utilized to create jobs and retain Oregon companies; and

Whereas a healthy infrastructure, including the utilization of Oregon's ports, is critical to economic development in Oregon; and

Whereas innovative ideas are a critical component for the long-term economic viability of the state and a key component to building a sustainable economy; and

Whereas successful economic development requires focusing on the success of industrial, commercial and small businesses; and

Whereas activities that are intended to improve economic development should be managed under a statewide framework while maximizing local input and direction; now, therefore,

Be It Enacted by the People of the State of Oregon:

SECTION 1. The Oregon Economic and Community Development Commission shall develop a mission statement for the Economic and Community Development Department that gives the highest priority to promoting job development in Oregon by:

(1) Assisting existing companies that desire to expand;

(2) Assisting existing companies that desire to develop new products;

(3) Promoting the commercialization of technology developed at colleges and universities in Oregon;

- (4) Recruiting businesses in targeted industries to locate in Oregon;
- (5) Providing assistance to communities for local economic development efforts; and
- (6) Developing infrastructure for communities that supports local economic development efforts.

SECTION 2. The Oregon Economic and Community Development Commission shall recommend legislation to the Seventy-third Legislative Assembly to modify ORS 285A.090 to reflect the priorities established under section 1 of this 2003 Act.

SECTION 3. (1) There is established the Governor's Council on Oregon's Economy.

(2) The members of the council are:

- (a) The presiding officer of the Oregon Economic and Community Development Commission;
- (b) The chairperson of the Oregon Transportation Commission;
- (c) The chairperson of the State Board of Agriculture;
- (d) The chairperson of the International Trade Commission;
- (e) The chairperson of the Oregon Council for Knowledge and Economic Development;
- (f) The president of the State Board of Higher Education; and
- (g) Other persons designated by the Governor.

(3) The council shall meet quarterly to:

(a) Discuss and coordinate the activities of each entity described in subsection (2) of this section that relate to economic development and improving the economy in Oregon; and

(b) Discuss and recommend to the Legislative Assembly methods for creating certainty for the development process.

SECTION 4. (1) In consultation with local governments, the Oregon Economic and Community Development Commission shall establish regions for the purpose of job development and community assistance. When establishing the regions, the commission must consider the optimal size for each region that will most effectively facilitate economic development activities in the region. Regions established by the commission do not have to be of the same size or population.

(2) The Director of the Economic and Community Development Department shall provide for economic innovation coordination in the central office, which shall assist the field representatives in:

(a) Establishing contacts between local businesses and universities and community colleges in Oregon to promote the use of the research capacities of these institutions for development of new products; and

(b) Serving as a liaison between the clients of the Economic and Community Development Department and the Oregon Council for Knowledge and Economic Development to promote effective linkage between regional economic development efforts and technological advances in Oregon.

SECTION 5. The Legislative Assembly declares that a significant purpose of the strategic investment program established in ORS 285B.383, 285B.386 and 307.123 is to improve employment in areas where eligible projects are to be located and urges business firms that will benefit from an eligible project to hire employees from the region in which the eligible project is to be located whenever practicable.

SECTION 6. ORS 285A.050 is amended to read:

285A.050. (1) The Oregon Economic and Community Development Commission shall report [*biennially*] **annually** to the Governor and the Legislative Assembly on the success of economic development efforts. The report, at a minimum, shall include the following:

(a) For the overall Economic and Community Development Department effort and for each identifiable program and significant project or service:

(A) The impact of that program on the competitiveness of traded sector industries and the skill levels of the Oregon workforce;

(B) The impact on the number of jobs, including jobs created and retained;

- (C) The impact on the wage levels of Oregon workers, including increases in wage levels;
- (D) The actual or anticipated impact of public investments at all levels, in terms of measurable outcomes wherever possible; and
- (E) The impact of that program on the Internet-based entities and employees in Oregon.
- (b) The status of the Oregon economy related to:
 - (A) Changes in employment and wage levels in Oregon industries;
 - (B) Changes in employment, wage levels and competitiveness of traded sector industries; and
 - (C) Barriers that have been identified as impeding business competitiveness and productivity in this state.
- (c) Progress made toward achievement of the Oregon Benchmarks.
- (d) Recommendations for removing identified barriers and additional suggestions for improving the performance of Oregon's economy.
- (e) Recommendations on this state's investment in its public ports, on this state's response to policy issues that affect ports and for the strategic development of port facilities that promote maritime commerce, recreational opportunities and the economy of Oregon.
- (f) Progress made toward elimination of economically distressed areas of this state.
- (g) Recommendations regarding improving the international competitiveness of Oregon.
- (h) Progress made in serving microenterprise businesses and recommendations for increasing the success of microenterprises.

(2) Whenever a power is granted to the commission, the power may be exercised by such officers, employees or commission-appointed committees as are designated in writing by the commission.

(3) Reports to the Legislative Assembly required under this section shall be made in accordance with ORS 192.245.

SECTION 7. ORS 285A.090 is amended to read:

285A.090. The Economic and Community Development Department shall:

(1) Implement programs consistent with policies of the Oregon Economic and Community Development Commission.

(2) Provide field representatives in the various geographical regions of the state. The field representatives shall be in the unclassified service and shall receive such salary as may be set by the Director of the Economic and Community Development Department, unless otherwise provided by law. The field representatives shall:

(a) Serve as internal advocates and centralized contacts within state government for businesses seeking to locate or expand in the region and shall guide the businesses through all required processes with state regulatory agencies and local units of government to facilitate and expedite siting or expansion of the businesses within the businesses' budgets and in an economically viable manner;

(b) Seek assistance and direction from the Governor or a designee of the Governor for resolving issues that have delayed a project in order to ensure that governmental decisions and actions on projects are made in a timely and reasonable manner;

[(a)] (c) Work with local units of government and the private sector [to encourage and to assist them] as they establish and carry out economic development plans and programs under ORS 280.500;

[(b) Promote local awareness of department policy and department programs and services and of assistance and economic incentives available from government at all levels; and]

(d) Establish links with and act as liaisons between businesses seeking to locate or expand in the region and resources within the public and private institutions of higher education in Oregon familiar with technological advancements and grant opportunities;

(e) Serve as liaisons between businesses seeking to locate or expand in the region and appropriate governmental, university, community college and industry representatives to assist and partner with the businesses in their developmental efforts;

(f) Assemble regional rapid response teams that include regional departmental staff and representatives of local governments in the region to work with businesses seeking to locate

or expand in the region by facilitating developmental procedures and eliminating obstacles to completion of projects;

(g) Assign specific responsibilities for and monitor progress of rapid response team members toward completion of tasks essential to the achievement of a successful outcome of a project for all parties involved;

(h) Coordinate meetings between businesses seeking to locate or expand in the region and the members of rapid response teams to establish and monitor the adherence to developmental timelines and to ensure satisfaction with services provided;

[(c)] (i) Deliver to local units of government and the private sector the assistance and services available from the department, including publications, research and technical and financial assistance programs[.]; and

(j) Promote local awareness of department policy and department programs and services and of assistance and economic incentives available from government at all levels.

(3) Process requests received by state agencies and interested parties for information pertaining to industrial and commercial locations and relocations throughout the state.

(4) Consult and advise with, coordinate activities of, and give technical assistance and encouragement to, state and local organizations, including local development corporations, county, city, and metropolitan-area committees, chambers of commerce, labor organizations and similar agencies interested in obtaining new industrial plants or commercial enterprises.

(5) Act as the state's official liaison agency between persons interested in locating industrial or business firms in the state, and state and local groups seeking new industry or business, maintaining the confidential nature of the negotiations it conducts as requested by persons contemplating location in the state.

(6) Coordinate state and federal economic development programs.

(7) Consult and advise with, coordinate activities of, and give technical assistance and encouragement to all parties including, but not limited to, port districts within the state working in the field of international trade or interested in promoting their own trading activity.

(8) Provide advice and technical assistance to Oregon business and labor.

(9) Collect and disseminate information regarding the advantages of developing new business and expanding existing business in the state.

(10) Aid local communities in planning for and obtaining new business to locate therein and provide assistance in local applications for federal development grants.

(11) Work actively to recruit domestic and international business firms to those communities that desire such recruitment.

(12) In carrying out its duties under ORS chapters 285A and 285B and ORS 329.905 to 329.975, give priority to assisting small businesses in this state by encouraging the creation of new businesses, the expansion of existing businesses and the retention of economically distressed businesses which are economically viable.

(13) Establish and operate foreign trade offices in those foreign countries in which the department considers a foreign trade office necessary using department employees, contracts with public or private persons or a combination of department employees and contractors. Department employees, including managers, who are assigned to work in a foreign trade office shall be in the unclassified service, and the director shall set the salaries of those persons. Foreign trade offices shall provide one or more of the following services:

(a) Work with the private sector to assist them in finding international markets for their goods and services;

(b) Work with local units of government to assist them in locating foreign businesses within their jurisdiction;

(c) Promote awareness in foreign countries of department policy, programs and services and of assistance and economic incentives available from government at all levels; or

(d) Provide other assistance considered necessary by the director.

SECTION 8. ORS 285A.095 is amended to read:

285A.095. (1) When providing funding for a project, for a program or for technical assistance, the Economic and Community Development Department shall give priority to counties, cities, communities or other geographic areas that are designated as distressed areas by the Economic and Community Development Department, based on indicators of economic distress or dislocation, including but not limited to unemployment, poverty and job loss.

(2) Prior to defining or designating distressed areas for the purposes of subsection (1) of this section, the Economic and Community Development Department shall consult with other state agencies and with local agencies and officials.

(3) The Economic and Community Development Department shall conduct a review of its compliance with subsections (1) and (2) of this section at least once in each year and shall prepare a report concerning the compliance review. The report shall be incorporated into the [biennial] **annual** report of the Oregon Economic and Community Development Commission required by ORS 285A.050.

SECTION 9. ORS 285A.136 is amended to read:

285A.136. The International Trade Commission shall prepare and submit to the Governor and to the Legislative Assembly a biennial report on January 15, 1999, and on January 15 of every other year thereafter. The report shall be incorporated into the [biennial] **annual** report of the Oregon Economic and Community Development Commission required by ORS 285A.050. The report required by this section shall include, but not be limited to, the following:

(1) A description of the activities of the International Trade Commission during the two-year reporting period.

(2) Information and data on relevant trade patterns and trends.

(3) Recommendations, including long-range strategic plans and legislative proposals.

(4) An action agenda for the subsequent two years.

SECTION 10. The Legislative Assembly finds that:

(1) **There is a need for a statewide inventory of sites that are planned and zoned for industrial or traded sector uses and are ready for development;**

(2) **There is a need to improve coordination among local, regional and state agencies with respect to economic development programs, planning and policy; and**

(3) **There is a need for additional methodologies and guidance to assist local governments in economic development planning.**

SECTION 11. As used in sections 10 to 21 of this 2003 Act, unless the context requires otherwise, "traded sector" has the meaning given that term in ORS 285A.010.

SECTION 12. (1) The Economic Revitalization Team established pursuant to section 13 of this 2003 Act, in conjunction with the Economic and Community Development Department, shall work with local governments, as defined in ORS 174.116, and affected state agencies to identify and prioritize up to 25 sites to be used for industrial or traded sector uses.

(2) The team, and the department, shall identify sites that are consistent with data collected by the department from businesses seeking to locate or expand in Oregon and shall prioritize sites that are:

(a) **Of sufficient size to meet industrial or traded sector needs, as expressed in inquiries received by the department from businesses seeking to locate or expand in Oregon;**

(b) **Owned and held in a manner that facilitates efficient industrial or traded sector development;**

(c) **Within the jurisdiction of a local government that shows a willingness to cooperate in siting new development;**

(d) **Served by necessary public facilities and infrastructure, including transportation facilities, or such facilities and infrastructure can be provided within a reasonable period of time;**

(e) **Subject to few, if any, environmental constraints, or constraints that can be mitigated within a reasonable period of time; and**

(f) Zoned in a manner that allows the desired industrial or traded sector development, or can be zoned in that manner within a reasonable period of time.

(3) At least one of the 25 sites must be in eastern Oregon, as defined in ORS 321.405. Preference must be given to a site that:

(a) Is contiguous to a city's urban growth boundary on the effective date of this 2003 Act;
(b) Contains at least 100 acres;
(c) Is not composed predominantly of agricultural soils in soil classes I, II, III or IV or a combination of those soil classes;

(d) Is not in farm use, as defined in ORS 215.203, on the date of the first public hearing for the proposal to amend the urban growth boundary;

(e) Is served by adequate transportation, sewer and water facilities or is located where adequate services can be made available within 12 months after the date the site is to be added to the urban growth boundary; and

(f) Is planned and zoned only for industrial or traded sector development, and ancillary uses necessary for the development.

(4) To assist the team, and the department, in identifying and prioritizing sites under this section, the Director of the Economic and Community Development Department shall convene an advisory committee consisting of eight members, including a county representative and a city representative, who are knowledgeable about the need for and requirements of industrial and traded sector development and the availability of land for industrial or traded sector development within the state.

(5) The team, and the department, shall identify and prioritize sites under this section not later than December 15, 2003.

SECTION 13. (1) The Governor shall establish the Economic Revitalization Team in the office of the Governor for the purpose of coordinating and streamlining state policies, programs and procedures and providing coordinated state agency assistance to local governments.

(2) The team shall establish a regulatory efficiency group to assist the team consisting of the directors of the following state agencies:

- (a) The Department of Environmental Quality;
- (b) The Economic and Community Development Department;
- (c) The Department of Transportation;
- (d) The Division of State Lands;
- (e) The Department of Land Conservation and Development;
- (f) The State Department of Agriculture;
- (g) The Housing and Community Services Department; and
- (h) Other appropriate agencies as determined by the Governor.

(3) Subject to the direction of the Governor, the team shall:

(a) Develop mechanisms to increase coordination among agencies on common activities;
(b) Coordinate the activities of state agencies on specific state and local projects;
(c) Coordinate the planning and permitting activities of state agencies for the sites identified for industrial or traded sector development under section 12 of this 2003 Act;

(d) Coordinate activities of the regulatory efficiency group agencies with local governments;

(e) Coordinate the grant and loan activities of state agencies to implement section 12 of this 2003 Act;

(f) Participate in the rulemaking activities of regulatory efficiency group agencies to coordinate economic development activities;

(g) Prepare a report for the Seventy-second Legislative Assembly on the sites identified for industrial or traded sector development under section 12 of this 2003 Act, including a description of each site and the economic benefit expected from site development. If fewer

than 25 sites are identified, the report must include an analysis of why the target set forth in section 12 of this 2003 Act was not achieved;

(h) Prepare a report for the Seventy-second Legislative Assembly with specific recommendations regarding the future of the team; and

(i) Undertake other activities as directed by the Governor.

(4) The team shall establish an advisory committee of individuals familiar with agency permit procedures to advise the Governor and the regulatory efficiency group agencies on permit issues related to economic development.

(5) The team shall submit a report detailing its activities to the Legislative Assembly in the manner described in ORS 192.245 not later than January 31 of each odd-numbered year. The report must include:

(a) Case studies that demonstrate the types of problems encountered in coordinating agency functions;

(b) Case studies that demonstrate statutory impediments to efficient economic development; and

(c) Recommendations for legislative measures to improve agency operations and state-wide economic development.

(6) The team or a state agency working with the team to implement sections 10 to 21 of this 2003 Act or a state agency implementing sections 25 to 29 of this 2003 Act may:

(a) Accept and expend funds received from gifts, grants or other sources as necessary to perform activities authorized under sections 10 to 21 or 25 to 29 of this 2003 Act.

(b) Enter into contracts and other agreements as necessary to perform activities authorized under sections 10 to 21 or 25 to 29 of this 2003 Act.

SECTION 14. The Economic Revitalization Team established pursuant to section 13 of this 2003 Act, acting through the regulatory efficiency group agencies, shall:

(1) Give priority to expediting permits or other actions necessary for development projects proposed for a site identified for industrial or traded sector development under section 12 of this 2003 Act; and

(2) Take actions that are necessary to facilitate the implementation of the state economic development strategy developed under section 25 of this 2003 Act.

SECTION 15. (1) The Division of State Lands shall develop and implement an expedited process for identifying and mitigating loss of wetlands or other waters of the state on sites identified for industrial or traded sector development under section 12 of this 2003 Act.

(2) The division shall adopt administrative rules to implement the expedited process required under this section not later than six months after the effective date of this 2003 Act.

SECTION 16. The Department of Environmental Quality may request federal grant moneys to assist in assessment and remediation of contamination on a site identified for industrial or traded sector development under section 12 of this 2003 Act.

SECTION 17. The Land Conservation and Development Commission shall:

(1) In conjunction with the Economic Revitalization Team, establish a committee to study and report to the Governor on the conversion of industrial land to nonindustrial land.

(2) Adopt administrative rules to ensure that final action is taken not later than 180 days after submission of amendments to a comprehensive plan and land use regulations or submission of a new land use regulation when the changes are necessary to expedite and facilitate industrial or traded sector development of a site identified under section 12 of this 2003 Act, including rules establishing time limits for interested parties or the Department of Land Conservation and Development to take exception to the amendments or the new land use regulation and time limits for scheduling a hearing if one is required.

(3) Adopt, amend or repeal administrative rules as necessary to expedite and facilitate industrial or traded sector development of a site identified under section 12 of this 2003 Act.

SECTION 18. The Oregon Transportation Commission shall identify an amount, to be drawn from an account established by the commission for immediate transportation oppor-

tunities or from any other fund as determined by the commission, that the commission determines is necessary to resolve transportation constraints on a site identified for industrial or traded sector development under section 12 of this 2003 Act.

SECTION 19. Under the direction of the Economic Revitalization Team established pursuant to section 13 of this 2003 Act, the following state agencies shall provide staff and resources as necessary to implement the industrial or traded sector site identification and prioritization described in section 12 of this 2003 Act:

- (1) The Economic and Community Development Department;
- (2) The Department of Land Conservation and Development;
- (3) The Department of Transportation;
- (4) The Department of Environmental Quality; and
- (5) The Division of State Lands.

SECTION 20. (1) With regard to compliance with ORS 196.800 to 196.900, the Director of the Division of State Lands may:

(a) Provide technical assistance to property owners, state agencies and local governments, as defined in ORS 174.116, regarding sites identified for industrial or traded sector development under section 12 of this 2003 Act; and

(b) Provide technical assistance for transportation facilities related to industrial or traded sector development of a site identified under section 12 of this 2003 Act.

(2) Technical assistance provided under this section may include guiding, reviewing and approving the sufficiency of the required elements of an application for a removal or fill permit under ORS 196.825, including but not limited to a site plan, jurisdictional determination, an alternatives analysis and a mitigation plan.

SECTION 21. The Economic and Community Development Department, in coordination with the Economic Revitalization Team established pursuant to section 13 of this 2003 Act, shall develop and administer a process for certifying sites throughout the state that are ready for industrial or traded sector development.

SECTION 22. ORS 285B.283 is amended to read:

285B.283. [(1)] The Legislative Assembly declares that it is the policy of the State of Oregon[.];

(1) Working with private firms, industry associations and others, to encourage cooperative sector-based strategies to promote industrial competitiveness.

(2) [*The Legislative Assembly declares that it is also the policy of this state*] That programs to develop particular sectors of this state's economy, to the maximum extent feasible, include firms of all sizes. To promote that policy, the Economic and Community Development Department shall undertake [*such*] efforts as are necessary to [*assure*] **ensure** representative participation by small firms under ORS 285B.280 to 285B.286.

(3) [*The Legislative Assembly further declares that it is the policy of this state*] To emphasize industry development in those sectors of the economy in which Oregon firms face national and international competition.

(4) **To provide an adequate supply of industrial and traded sector sites that are available for immediate development.**

SECTION 23. ORS 285B.286 is amended to read:

285B.286. For traded sector industries, the Economic and Community Development Department shall undertake industry development activities [*which*] **that** may include, but are not limited to, all of the following:

(1) Focus groups and other meetings and related studies to identify traded sector industry members and issues of common concern within an industry.

(2) State technical and financial support for formation of industry associations, publication of association directories and related efforts to create or expand the activities of industry associations.

(3) Helping establish research consortia.

(4) Joint training and education programs and curricula related to the specific needs of traded sector industries.

- (5) Cooperative market development activities.
- (6) Analysis of the need, feasibility and cost for establishing product certification and testing facilities and services.

(7) State technical and financial support to facilitate certification of sites as ready for development for traded sector industry. The support may include performing site assessments to determine the costs associated with development of individual sites.

SECTION 24. ORS 285B.455 is amended to read:

285B.455. (1) There is created the Special Public Works Fund, separate and distinct from the General Fund. All moneys credited to the Special Public Works Fund are appropriated continuously and shall be used for the purposes outlined in ORS 285A.075 (9) and 285B.410 to 285B.479. There shall be credited to the Special Public Works Fund, money appropriated to the fund by the Legislative Assembly, earnings on the fund, repayment of financial assistance and bond proceeds as authorized under ORS 285B.410 to 285B.479.

(2) Moneys in the Special Public Works Fund, with the approval of the State Treasurer, may be invested as provided by ORS 293.701 to 293.820 and the earnings from such investments shall be credited to the account in the Special Public Works Fund designated by the Economic and Community Development Department.

(3) The Economic and Community Development Department shall be the agency for the State of Oregon for the administration of the Special Public Works Fund.

(4) The department may establish such other accounts within the Special Public Works Fund for the payment of project costs, reserves, debt service payments, credit enhancement, administration and operation expenses or any other purpose necessary to carry out ORS 285B.410 to 285B.479.

(5) Out of moneys in the Special Public Works Fund, the department may:

(a) Make technical assistance grants and loans to municipalities [*of less than 5,000 residents. A technical assistance grant shall not exceed \$10,000. A technical assistance loan shall not exceed \$20,000. No more than \$400,000 or one percent of the value of the fund, whichever is less, shall be expended on technical assistance grants and loans in any*]. **The department may not expend more than one percent of the value of the Special Public Works Fund for technical assistance grants and loans to municipalities in a biennium.**

(b) Make grants to municipalities to provide local matching funds for the purposes of a project described in ORS 285B.410 (3)(e) in an amount that does not exceed \$2.5 million in any biennium.

SECTION 25. (1) The Governor shall direct the Oregon Economic and Community Development Commission, in consultation with the Economic Revitalization Team established pursuant to section 13 of this 2003 Act and other state agencies as appropriate, to appoint an advisory committee composed of representatives of local governments, ports, local economic development organizations and private industry and other individuals familiar with economic development strategies to assist the commission in developing a state economic development strategy. The commission shall, by administrative rule, adopt and periodically update the strategy. The strategy must focus on:

- (a) Creating, expanding and retaining Oregon businesses;**
- (b) Assisting in the development and growth of competitive industrial sectors;**
- (c) Creating jobs by attracting new businesses to Oregon;**
- (d) Providing economic development tools and resources to Oregon communities;**
- (e) Assisting local communities and regions in developing and maintaining economic development plans that are coordinated with the state economic development strategy;**
- (f) Providing an adequate supply of industrial, commercial and retail sites available for immediate development inside urban growth boundaries;**
- (g) Providing public infrastructure in a timely manner;**
- (h) Resolving constraints on and removing barriers to the timely development of industrial and traded sector sites; and**

(i) Developing recommendations for prioritizing state loans, grants and technical assistance to local governments that meet the objectives of the state economic development strategy.

(2) The commission shall present the state economic development strategy to the Governor and the Seventy-second Legislative Assembly not later than June 30, 2004, including a report on actions taken to implement the strategy.

SECTION 26. In furtherance of the state economic development strategy developed under section 25 of this 2003 Act, the Land Conservation and Development Commission shall:

(1) Provide local governments with basic and advanced methods for identifying, analyzing and providing for industrial, commercial and retail development sites.

(2) Develop and provide guidebooks and other appropriate materials to assist local governments in identifying and analyzing potential industrial, commercial and retail development sites.

(3) Provide local governments with technical assistance to assist in completing the identification and analysis and in amending comprehensive plans and land use regulations based on the identification and analysis.

(4) Provide grants to local governments in a manner that furthers the implementation of the state economic development strategy.

(5) Adopt, amend or repeal administrative rules and procedures as necessary to ensure that the following actions can be accomplished in a timely manner:

(a) Expansion of urban growth boundaries where necessary to accommodate industrial or traded sector development;

(b) Review of amendments to comprehensive plans and land use regulations and periodic review of comprehensive plans and land use regulations; and

(c) Focus the resources of the Department of Land Conservation and Development on issues related to land supply within urban growth boundaries and transportation and public facilities necessary to stimulate economic growth.

SECTION 27. In furtherance of the state economic development strategy developed under section 25 of this 2003 Act, the Department of Transportation shall:

(1) Develop a process to prioritize funding for transportation projects that further the state economic development strategy.

(2) Develop and maintain state transportation policies and a comprehensive long-range plan for a safe, multimodal transportation system that encourages economic efficiency and orderly economic development and that maximizes the use of existing transportation infrastructure.

(3) Take actions that are necessary to ensure that department policies and activities are implemented in a manner that supports the state economic development strategy.

(4) Expedite the processing of permits issued by the department for transportation projects that further the state economic development strategy.

SECTION 28. In furtherance of the state economic development strategy developed under section 25 of this 2003 Act, the Division of State Lands shall:

(1) Consistent with ORS 196.674, focus wetlands inventories on areas described in the state economic development strategy. The division may provide grants and technical assistance to local governments to conduct the inventories.

(2) Develop a site assessment methodology for rapidly determining the capacity of a site for economic development. The methodology shall address site-specific impediments to development and any costs associated with compliance with ORS 196.800 to 196.900.

SECTION 29. Local governments, as defined in ORS 174.116, shall participate in the implementation of the state economic development strategy developed under section 25 of this 2003 Act by demonstrating a willingness to:

(1) Coordinate local economic development plans with the state economic development strategy; and

(2) Expedite amendments to comprehensive plans and land use regulations.

SECTION 30. ORS 215.427 is amended to read:

215.427. (1) Except as provided in subsections (3) and (4) of this section, for land within an urban growth boundary and applications for mineral aggregate extraction, the governing body of a county or its designee shall take final action on an application for a permit, limited land use decision or zone change, including resolution of all appeals under ORS 215.422, within 120 days after the application is deemed complete. The governing body of a county or its designee shall take final action on all other applications for a permit, limited land use decision or zone change, including resolution of all appeals under ORS 215.422, within 150 days after the application is deemed complete, except as provided in subsections (3) and (4) of this section.

(2) If an application for a permit, limited land use decision or zone change is incomplete, the governing body or its designee shall notify the applicant of exactly what information is missing within 30 days of receipt of the application and allow the applicant to submit the missing information. The application shall be deemed complete for the purpose of subsection (1) of this section upon receipt by the governing body or its designee of the missing information. If the applicant refuses to submit the missing information, the application shall be deemed complete for the purpose of subsection (1) of this section on the 31st day after the governing body first received the application.

(3)(a) If the application was complete when first submitted or the applicant submits the requested additional information within 180 days of the date the application was first submitted and the county has a comprehensive plan and land use regulations acknowledged under ORS 197.251, approval or denial of the application shall be based upon the standards and criteria that were applicable at the time the application was first submitted.

(b) If the application is for industrial or traded sector development of a site identified under section 12 of this 2003 Act and proposes an amendment to the comprehensive plan, approval or denial of the application must be based upon the standards and criteria that were applicable at the time the application was first submitted, provided the application complies with paragraph (a) of this subsection.

(4) The period set in subsection (1) of this section may be extended for a reasonable period of time at the request of the applicant.

(5) The period set in subsection (1) of this section applies:

(a) Only to decisions wholly within the authority and control of the governing body of the county; and

(b) Unless the parties have agreed to mediation as described in ORS 197.319 (2)(b).

(6) Notwithstanding subsection (5) of this section, the period set in subsection (1) of this section does not apply to an amendment to an acknowledged comprehensive plan or land use regulation or adoption of a new land use regulation that was forwarded to the Director of the Department of Land Conservation and Development under ORS 197.610 (1).

(7) Except when an applicant requests an extension under subsection (4) of this section, if the governing body of the county or its designee does not take final action on an application for a permit, limited land use decision or zone change within 120 days or 150 days, as applicable, after the application is deemed complete, the county shall refund to the applicant either the unexpended portion of any application fees or deposits previously paid or 50 percent of the total amount of such fees or deposits, whichever is greater. The applicant is not liable for additional governmental fees incurred subsequent to the payment of such fees or deposits. However, the applicant is responsible for the costs of providing sufficient additional information to address relevant issues identified in the consideration of the application.

(8) A county may not compel an applicant to waive the period set in subsection (1) of this section or to waive the provisions of subsection (7) of this section or ORS 215.429 as a condition for taking any action on an application for a permit, limited land use decision or zone change except when such applications are filed concurrently and considered jointly with a plan amendment.

SECTION 31. ORS 227.178 is amended to read:

227.178. (1) Except as provided in subsections (3) and (4) of this section, the governing body of a city or its designee shall take final action on an application for a permit, limited land use decision or zone change, including resolution of all appeals under ORS 227.180, within 120 days after the application is deemed complete.

(2) If an application for a permit, limited land use decision or zone change is incomplete, the governing body or its designee shall notify the applicant of exactly what information is missing within 30 days of receipt of the application and allow the applicant to submit the missing information. The application shall be deemed complete for the purpose of subsection (1) of this section upon receipt by the governing body or its designee of the missing information. If the applicant refuses to submit the missing information, the application shall be deemed complete for the purpose of subsection (1) of this section on the 31st day after the governing body first received the application.

(3)(a) If the application was complete when first submitted or the applicant submits the requested additional information within 180 days of the date the application was first submitted and the city has a comprehensive plan and land use regulations acknowledged under ORS 197.251, approval or denial of the application shall be based upon the standards and criteria that were applicable at the time the application was first submitted.

(b) If the application is for industrial or traded sector development of a site identified under section 12 of this 2003 Act and proposes an amendment to the comprehensive plan, approval or denial of the application must be based upon the standards and criteria that were applicable at the time the application was first submitted, provided the application complies with paragraph (a) of this subsection.

(4) The 120-day period set in subsection (1) of this section may be extended for a reasonable period of time at the request of the applicant.

(5) The 120-day period set in subsection (1) of this section applies:

(a) Only to decisions wholly within the authority and control of the governing body of the city; and

(b) Unless the parties have agreed to mediation as described in ORS 197.319 (2)(b).

(6) Notwithstanding subsection (5) of this section, the 120-day period set in subsection (1) of this section does not apply to an amendment to an acknowledged comprehensive plan or land use regulation or adoption of a new land use regulation that was forwarded to the Director of the Department of Land Conservation and Development under ORS 197.610 (1).

(7) Except when an applicant requests an extension under subsection (4) of this section, if the governing body of the city or its designee does not take final action on an application for a permit, limited land use decision or zone change within 120 days after the application is deemed complete, the city shall refund to the applicant, subject to the provisions of subsection (8) of this section, either the unexpended portion of any application fees or deposits previously paid or 50 percent of the total amount of such fees or deposits, whichever is greater. The applicant is not liable for additional governmental fees incurred subsequent to the payment of such fees or deposits. However, the applicant is responsible for the costs of providing sufficient additional information to address relevant issues identified in the consideration of the application.

(8)(a) To obtain a refund under subsection (7) of this section, the applicant may either:

(A) Submit a written request for payment, either by mail or in person, to the city or its designee; or

(B) Include the amount claimed in a mandamus petition filed under ORS 227.179. The court shall award an amount owed under this section in its final order on the petition.

(b) Within seven calendar days of receiving a request for a refund, the city or its designee shall determine the amount of any refund owed. Payment, or notice that no payment is due, shall be made to the applicant within 30 calendar days of receiving the request. Any amount due and not paid within 30 calendar days of receipt of the request shall be subject to interest charges at the rate of one percent per month, or a portion thereof.

(c) If payment due under paragraph (b) of this subsection is not paid within 120 days after the city or its designee receives the refund request, the applicant may file an action for recovery of the

unpaid refund. In an action brought by a person under this paragraph, the court shall award to a prevailing applicant, in addition to the relief provided in this section, reasonable attorney fees and costs at trial and on appeal. If the city or its designee prevails, the court shall award reasonable attorney fees and costs at trial and on appeal if the court finds the petition to be frivolous.

(9) A city may not compel an applicant to waive the 120-day period set in subsection (1) of this section or to waive the provisions of subsection (7) of this section or ORS 227.179 as a condition for taking any action on an application for a permit, limited land use decision or zone change except when such applications are filed concurrently and considered jointly with a plan amendment.

SECTION 32. (1) Notwithstanding the requirement in ORS 285B.455 that interest earnings on moneys in the Special Public Works Fund are credited to the fund and notwithstanding any other requirement in ORS 285A.075 (9) or 285B.410 to 285B.479 for the expenditure of moneys in the Special Public Works Fund, the Economic and Community Development Department shall transfer the interest earnings accrued in the fund and available on the effective date of this 2003 Act to the office of the Governor for the payment of expenses incurred in the biennium beginning July 1, 2003, to implement sections 10 to 21 and 25 to 29 of this 2003 Act.

(2) The department shall make the one-time transfer of interest earnings provided for in this section within 30 days after the effective date of this 2003 Act.

(3) The amount of the transfer may not exceed \$360,000.

SECTION 33. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Land Conservation and Development, for the biennium beginning July 1, 2003, out of the General Fund, the amount of \$960,285, which may be expended for the purpose of taking action under sections 10 to 21 or 25 to 29 of this 2003 Act.

SECTION 34. In addition to and not in lieu of any other appropriation, there is appropriated to the Division of State Lands, for the biennium beginning July 1, 2003, out of the General Fund, the amount of \$110,000, which may be expended for the purpose of taking action under sections 10 to 21 or 25 to 29 of this 2003 Act.

SECTION 35. This 2003 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2003 Act takes effect on its passage.

Passed by House May 19, 2003

Received by Governor:

Repassed by House August 23, 2003

.....M.,....., 2003

Approved:

.....
Chief Clerk of House

.....M.,....., 2003

.....
Speaker of House

.....
Governor

Passed by Senate August 22, 2003

Filed in Office of Secretary of State:

.....
President of Senate

.....M.,....., 2003

.....
Secretary of State

Economic Revitalization Team

2010 Customer Satisfaction Survey

Final Report

Excerpt

Prepared by:

Christine Valentine
Special Projects Coordinator

Governor's Office
Economic Revitalization Team

August 2010

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Key Performance Measure

CUSTOMER SERVICE: Percent (%) of participants (customers) who rate the ERT process very good to excellent.

Figure 1: 2010 Survey Respondents by Region

Survey Respondents by ERT Regions

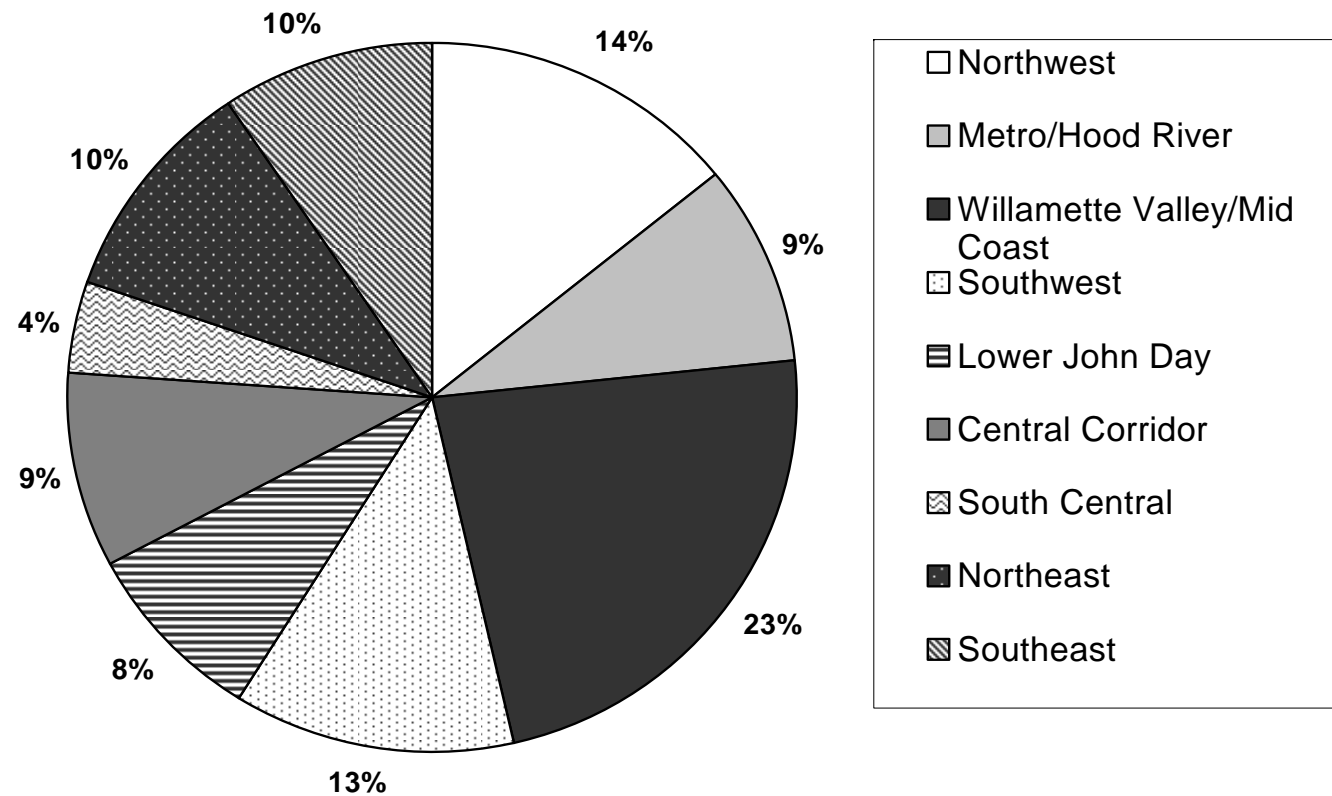


Figure 2: 2010 Survey Respondents by Affiliation

Survey Respondents by Affiliation

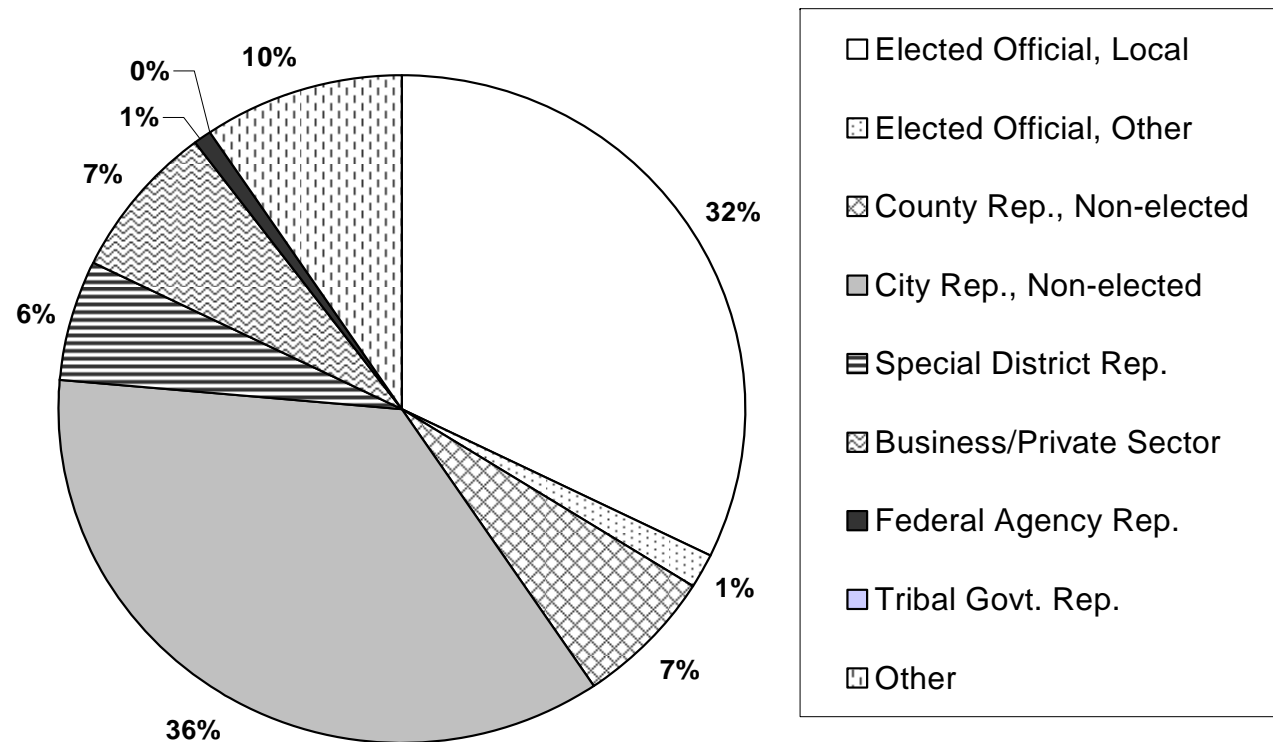


Figure 3: Overall Customer Satisfaction

The ERT exceeded its 90% target for this parameter. The ERT rating was better on this parameter than in all previous surveys (See Figure 4), but the differences between the various surveys are not necessarily statistical significant. The ERT Office believes this result demonstrates the impact of a continued focus on prioritizing customer service.

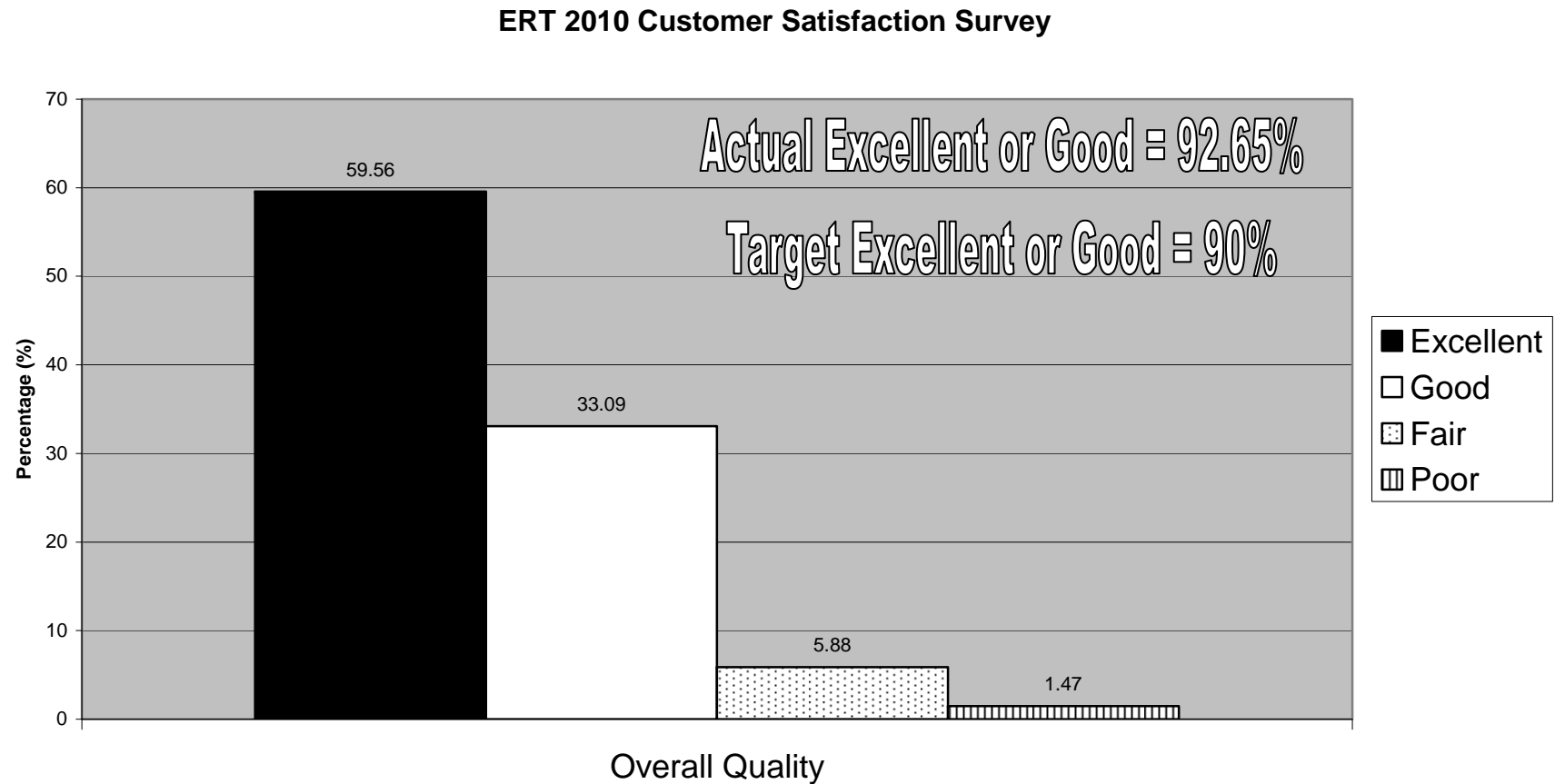


Figure 4: Comparison of Biennial Surveys

Survey results for “Overall Quality” as determined through 5 biennial surveys (2002 – 2010) conducted for the ERT. The ERT has consistently ranked close to or at the target of 90% Excellent or Good responses.

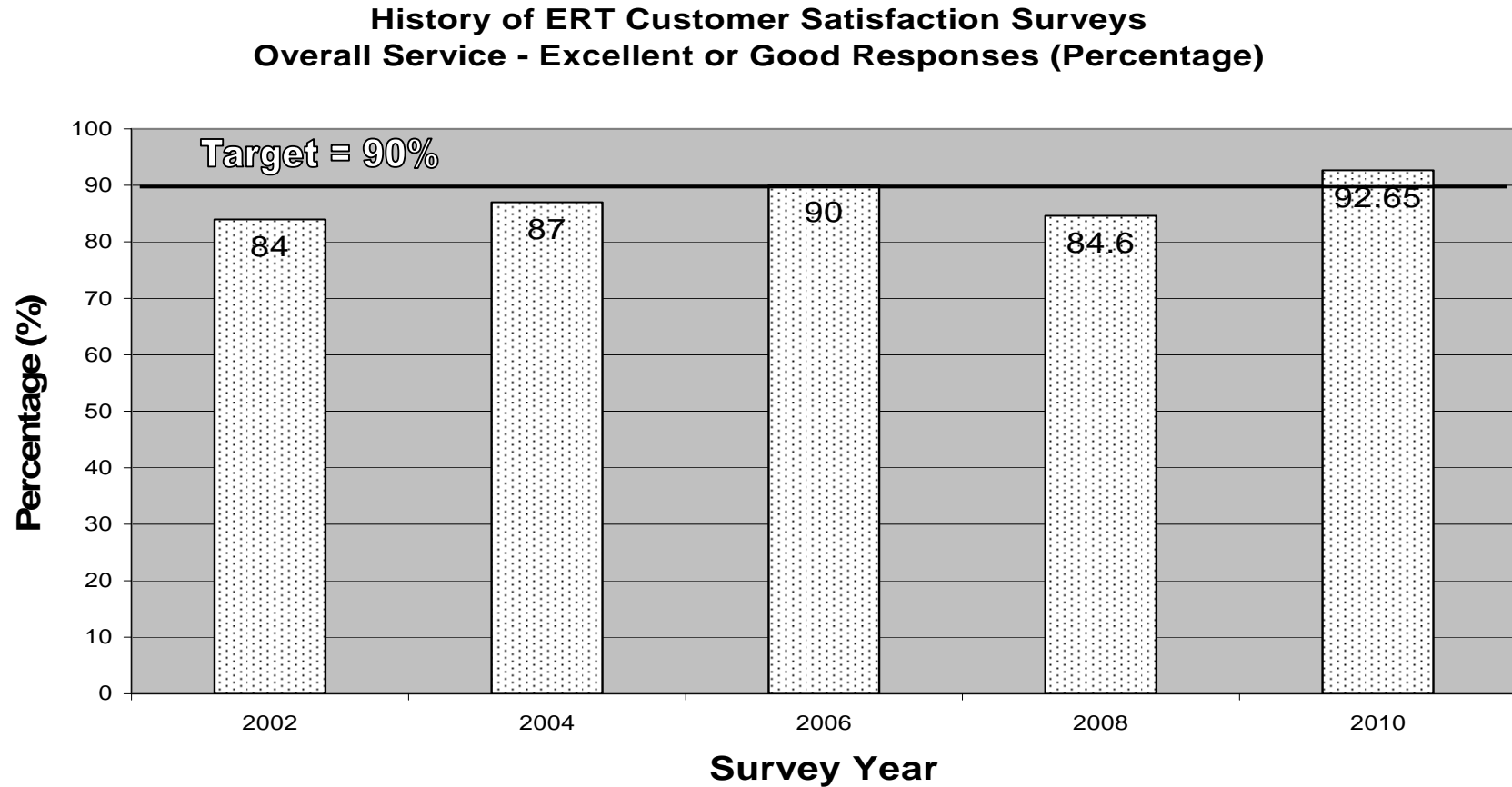
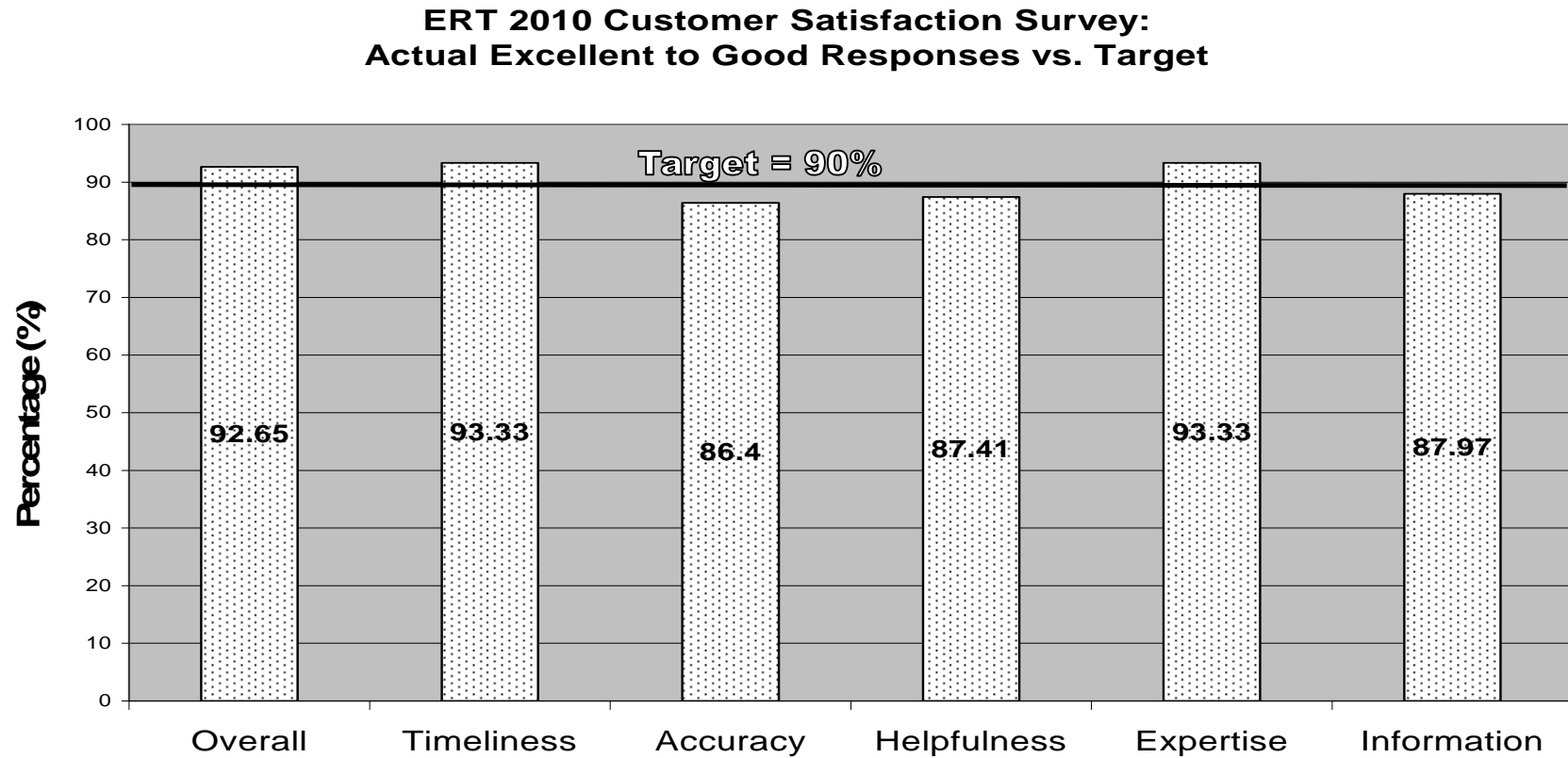


Figure 5: 2010 Results by Customer Service Parameters

The ERT exceeded its target for 3 of the 6 parameters and nearly met the targets for the rest.



Emerging Messages and Themes¹

- ❖ Customers Want to See the ERT Maintained
- ❖ Customers Defined Key Issue Areas for ERT Focus
- ❖ Top Ratings for ERT
 - Tier I
 - Major Theme #1: Convene & Coordinate
 - Major Theme #2: Access to Information & Individuals
 - Tier II
 - Major Theme #3: Assistance with State Regulations and Permitting
 - Major Theme #4: Assistance with Funding
- ❖ Areas for ERT Improvement
 - Tier I
 - Major Theme #1: More Proactive Work & Outreach
 - Major Theme #2: Improved Follow-Up & Accountability
 - Tier II
 - Major Theme #3: State Agencies as Team Oregon

¹ Note to Reader: The terms Tier I and Tier II are intended to provide a qualitative indication of how prevalent comments on a major theme were in the open-ended survey responses. Tier I themes were the most commented on by ERT customers, but Tier II themes were also very relevant in terms of the number of responses received. All themes addressed in this report, whether Tier I or II, merit careful consideration and response, as appropriate, by the Governor's ERT Office and the ERT agencies.

Maintain the ERT

One thread that emerged is the interest of customers in seeing the ERT maintained by the Legislature and next gubernatorial administration. Some customers advocated that the ERT has to do more than just continue, suggesting that the ERT be more aggressive about advocating and expanding its services to additional, potential customers. Here are some of the pertinent survey responses:

Key Issue Areas

ERT customers identified the following issue areas as priority in terms of where the ERT should focus efforts. However, some customers were more concerned with the ERT maintaining its ability to be responsive to locally-identified needs. Those respondents were not concerned about having the ERT focused around key issue areas.

Here are the issue areas most frequently mentioned in survey responses, listed in alphabetical order. Those marked with an asterisk (*) were mentioned a bit more frequently although care should be taken in assuming any priority ranking due to the limited sample of responses addressing specific issue areas. Also note that these issue areas were not generally defined in any way by the survey respondents and so could mean different things to different respondents.

- Economic Development*
- Environmental management*
- Infrastructure
- Land use*
- Permitting processes, particularly for environmental permits*
- Transportation*
- Water resource development

Top Ratings for ERT

Tier I, Major Theme #1 - Convene & Coordinate

Many of the ERT's customers greatly value the program for its ability to convene the state agencies and coordinate state review of and response to customer needs. The ERT regional coordinators and the field teams are uniquely positioned to present a coordinated, collaborative face of state government. In the eyes of customers, this ability to convene and coordinate is a key strength of the ERT approach, as evidenced by some of the most pertinent survey responses for this theme:

Tier I, Major Theme #2: Access to Information & Individuals

Many of the ERT's customers value the program for providing access to information and key contacts from within state government. Related to this, customers give the ERT good marks for reducing the time it would otherwise take to access needed information and contacts. In today's fast paced business environment, the ERT's ability to help customers get the information they need and get it more quickly is notable. Here are some of the most pertinent survey responses for this theme:

Tier II, Major Theme #3 - Assistance with State Regulations and Permitting

Numerous customers mentioned the importance of having the ERT available to help them navigate permit processes and state agency regulations. The ERT helps customers understand requirements and feel comfortable in having the knowledge and contacts to move projects through permit processes. We cannot discern from the data whether customers were commenting about the teams as a whole or key individuals on those teams, e.g. a particular agency going above and beyond to help a customer through a permit process. Here are some of the most pertinent survey responses for this theme:

II, Major Theme #4 - Assistance with Funding

Some customers view the ERT as a valuable venue for assistance with identifying and obtaining funding for projects. Others expressed a desire for the ERT to assist more in this arena. Here are some of the most pertinent survey responses for this theme:

Areas for ERT Improvement***Tier I: Major Theme #1: More Proactive Work & Outreach***

Some survey respondents indicated that the ERT could do a better job of being more proactive in its efforts, including efforts to reach potential community partners and not just those already familiar with the ERT. Others mentioned a need for periodic updates or some other outreach mechanism to connect with potential and current customers. We have also included under this theme customer comments about the ERT needing to be clearer about what can and cannot be done for customers since those types of comments suggest a need for more outreach about the ERT mission, goals, and structure. When considering the ERT's potential customer base (i.e., large, statewide, and diverse in terms of needs and capacity), these responses reflect two interrelated challenges that the ERT continually struggles with: (1) an ongoing demand for information on a broad array of programs and topics matched with (2) limited staff and resources for outreach. And although we address this collection of comments as indicating an area for improvement, many of these comments also show that those familiar with the ERT see the value and have a thirst for more information and engagement.

Tier I: Major Theme #2: Improved Follow-Up & Accountability

Some of the survey respondents expressed frustration with what they described as inadequate follow-up or timely results from the ERT. We find it very difficult to analyze these comments in depth, as we know from experience that any individual case may have numerous extenuating factors. Nonetheless, the ERT should not dismiss these concerns. There were enough responses falling under this general theme to highlight as an area for future work by the ERT Office and all field teams. At a minimum, a review of standard operating procedures including communication protocols would appear to be in order. Here are some of the most pertinent survey responses for this theme:

Tier II: Major Theme #3: State Agencies as Team Oregon

A basic tenant of the ERT is that state agencies working in partnership can achieve more for the State and Oregon communities. State agency participants in ERT and the ERT Office staff are to promote open dialogue, collaboration, and shared goals across agencies to facilitate local economic and community development projects and preparedness. Yet, a number of survey respondents commented that the ERT could do better in presenting a coordinated, collaborative effort vs. acting more as a group of individual agencies with independent missions. Others commented that the participation of all ERT agencies is not always equal, at least as evident to them as customers. Comments of this nature are of utmost concern to the ERT Office as they touch on the cornerstones of the ERT approach, i.e. mission and structure. The commitment of all ERT participants to the ERT approach is critical to success. However, we also must keep in mind that more respondents praised the ERT for its ability to bring the state agencies together and talk with a common voice than highlighted a concern in this area. Here are some of the most pertinent survey responses for this theme:

GOVERNOR'S OFFICE

Annual Performance Progress Report (APPR) for Fiscal Year (2009-2010)

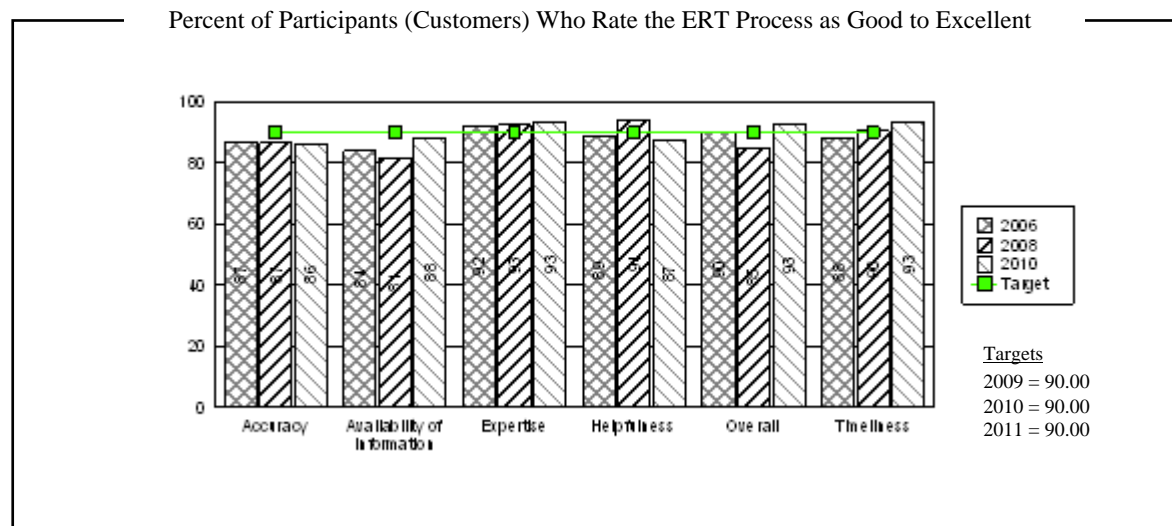
EXCERPT for the

Economic Revitalization Team

September 2010

2009-2010 KPM #	2009-2010 Approved Key Performance Measures (KPMs) <i>{Those in BOLD are addressed in this report excerpt.}</i>
1	CUSTOMER SATISFACTION - Percent of participants (customers) who rate the ERT process very good to excellent.
2	CERTIFIED INDUSTRIAL SITES - Number of new industrial sites / acres certified as "project ready".
3	OREGON FUGITIVES RETURNED - Percent of Oregon fugitives returned to Oregon in the most cost-effective and timely manner, giving priority to the most serious offenders.
4	NUMBER OF STATE CONTRACT AWARDS TO CERTIFIED MINORITY, WOMEN AND EMERGING SMALL BUSINESSES (MWESB):
6	STATE HIRING - Number of protected classes being hired, promoted, and retained in state agencies.

KPM #1	CUSTOMER SATISFACTION - Percent of participants (customers) who rate the ERT process very good to excellent.	2002
Goal	CUSTOMER SERVICE: Improve the quality and efficiency of delivering state services to local governments and businesses.	
Oregon Context	OBM 35: Public Management and Economic Revitalization Team (ERT) Mission	
Data Source	The ERT Office conducts a customer satisfaction survey on a biennial basis; 2010 was a survey year. The 2010 ERT Customer Satisfaction Survey was developed following the DAS Recommended Statewide Customer Service Performance Measure Guidelines. The ERT Office used the eSurvey tool provided by the Oregon State Library. The ERT Office and the State Library maintain copies of the raw survey results. A final report detailing the survey methodology and findings was prepared by and is available from the ERT Office.	
Owner	ERT Office, Contact: Christine Valentine, Special Projects Coordinator, 503-986-6522, christine.valentine@state.or.us	



1. OUR STRATEGY

Five ERT regional coordinators work at the local/regional level with teams of field staff from the following state agencies: Agriculture (ODA), Business Development (OBDD), Consumer & Business Services (DCBS), Energy (ODOE), Environmental Quality (DEQ), Housing & Community Services (OHCS), Land Conservation & Development (DLCD), State Lands (DSL), Transportation (ODOT), and Water Resources (OWRD). The field teams are positioned to be responsive to the needs of local and regional partners. Together, these interagency teams provide coordinated state assistance to local jurisdictions and sometimes also to businesses on high priority economic and community development projects. This includes work on readying industrial lands for project ready certification or development. Agency leaders and the ERT Director also engage in regional outreach and work on crosscutting policy issues. An ERT Liaisons Team and ERT Special Projects Coordinator are centrally located and available to assist the field teams, ERT Director, and agency leaders.

2. ABOUT THE TARGETS

The ERT's targets for customer service remain set at 90% good or excellent responses to serve as a continual motivator for state agency service delivery to local jurisdictions, businesses, and other partners. The ERT Office has no intention of lowering the target. The 90% target reflects the importance and integral nature of customer service to the ERT mission and goals. The ERT approach could not be successful without customer service as a cornerstone.

3. HOW WE ARE DOING

Over 90% of survey respondents perceive the overall services delivered by the ERT as good or excellent. The ERT received the highest ratings in the areas of timeliness and expertise, with more than 90% good or excellent responses (i.e. exceeding the target). The ERT rated very well in the other measured parameters of customer service albeit slightly below the 90% target: Accuracy – 86.40%, Helpfulness – 87.41%, Availability of Information, 87.97%. These results track well with past surveys in that the ERT continues to be rated very highly for its customer service. The 2010 survey results confirm the efficacy of the ERT Office and ERT agencies efforts to continually stress the importance of customer service to all state participants in the ERT process.

4. HOW WE COMPARE

The ERT strives to meet a higher target of good or excellent responses compared to the targets that many individual state agencies have for similar customer satisfaction measures. This reflects the importance of customer service to the ERT approach. Results from the 2010 survey are in line with past customer satisfaction surveys conducted for the ERT. The rating for overall customer service has been at or close to target for all previous years of measurement and exceeded the target in 2010 (i.e., approximately 84%, 87%, 90%, 87%, & 93% for the 2002 – 2010 surveys, respectively). The 2002 and 2004 customer satisfaction surveys preceded the release of the Recommended Statewide Customer Service Performance Measure Guidelines by DAS so survey questions were not exactly the same as the questions asked in later years. The 2006, 2008, and 2010 survey questions were very similar, and thus we can easily compare the results.

5. FACTORS AFFECTING RESULTS

There are a number of factors that impact the ERT approach and work of ERT participants. For the most part, the ERT is asked to become engaged in local projects that are complex, and many of these projects have long standing issues that are beyond the scope of traditional, individual state agency processes to resolve. The high ratings of the ERT for customer service may be influenced by the fact that the ERT coordinators and other state participants in the ERT often play a key role in facilitating resolutions to tough issues and, in some instances, bringing a project that has run into problems to a successful conclusion. The high ratings may also reflect how the ERT often works with local partners on an extended, concerted basis to get a problem addressed for the community or region.

The ERT is constantly challenged by the need to facilitate communications across state agencies when the traditional, state organizational structure is designed with agencies operating in silos. The ERT also faces a potentially huge demand for its services compared to its limited resources. The ERT must constantly balance the need to work with particular communities on a concerted basis to move high priority projects forward while trying to be available for all communities that request assistance. In addition, the ERT must be flexible to respond to the widely varying capacity of partners to work on economic and community development, i.e. depending on jurisdiction size, resources, and related factors. The ERT Office budget remains limited, without grant dollars to award or funds available for much beyond providing field staff for the ERT effort. Due to state budget constraints, the ERT agencies are increasingly strapped in terms of the technical assistance and financial support available for partners.

6. WHAT NEEDS TO BE DONE

In the 2006 and 2008 Customer Satisfaction Surveys, the ERT received the lowest rating for the availability of information parameter. This was not the case in 2010. In fact, the 2010 results did not highlight any particular parameter as having a noticeably lower rating than the others. The ratings were slightly below target for accuracy, helpfulness, and availability of information, but all those were within a few percentage points of the 90% target. When looking at the 2010 survey results, the ERT Office finds that comments solicited from customers through open-ended questions are more helpful in terms of identifying key ERT strengths and improvement opportunities. As an example, the ERT was rated very highly for its ability to convene & coordinate state agencies and provide timely access to state information & key individuals within agencies. In terms of potential improvements, customers also highlighted a desire for the ERT to more proactively reach out to additional customers and to focus more on outreach about its mission, structure, and activities. Other customers mentioned that more clarity in terms of follow-up & type of assistance possible would be beneficial. In response to the survey results, the ERT Office has conducted one-on-one briefings with agency directors and is having the field teams discuss the results and look for ways they can maintain and enhance customer service. The ERT Office has also been engaging with LOC and AOC to discuss possible ways to further enhance service and outreach to local governments. The ERT Office will continue to look for process improvements that could benefit its customers and will continue to stress the importance of customer service, cooperation, and problem solving to all state agency participants.

7. ABOUT THE DATA

Since the cycle time for most projects the ERT engages in is a year or more, the reporting cycle for customer service is once per biennium instead of annually. For example, helping a community move a development project forward can take a concerted effort over time if planning work, budget development, and permitting are all required. Or readying an industrial site for certification can take a while if extensive and expensive infrastructure or transportation fixes are required for the site.

A strength of the 2010 survey data is that more customers responded this year than in any of the past surveys. This result correlates to an increased overall sample population. A potential weakness is that the ERT designed the survey to reach potential customers (i.e., as an outreach exercise) as well as the standard target of known, recent customers. The survey was designed to only gather customer service data from recent customers and thus the results reported herein are valid. But this approach makes establishing a response percentage (% of total population responding) for recent customers impossible since the target population included potential and recent customers.

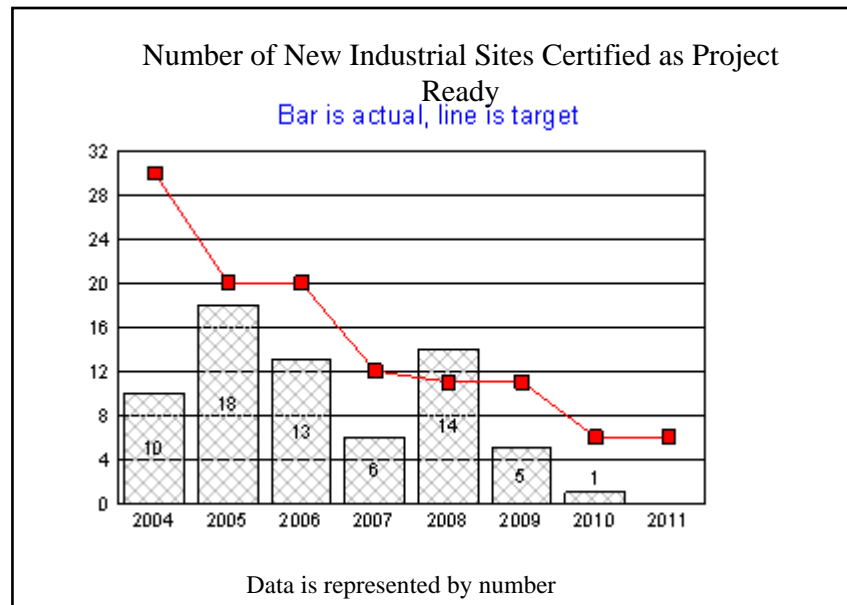
The ERT Office effort to greatly expanded the survey target population, made feasible by a switch from a telephone to an online survey, removes any potential bias from having the ERT Office selecting just a sample of the customer base. Also, the ERT Office had no control over which members of the target audience responded to the survey; the eSurvey was completely voluntarily on the behalf of all receiving the initial invitation to participate. The ERT Office had no way of tracking the identities of individuals that responded. The ERT Office was able to provide control over a customer taking the survey multiple times through access control provided in the eSurvey tool.

A copy of the ERT 2010 Customer Satisfaction Study and survey data are available by contacting the ERT Office, attention of Christine Valentine, 503-986-6522, christine.valentine@state.or.us.

GOVERNOR'S OFFICE

II. KEY MEASURE ANALYSIS

KPM #2	CERTIFIED INDUSTRIAL SITES - Number of new industrial sites / acres certified as "project ready".	2004
Goal	Increase the supply of marketable industrial sites statewide while assisting Oregon communities to build capacity to retain, expand and attract businesses.	
Oregon Context	Oregon Benchmarks: 1, 2, 3, 4, 6, 10, 11, & 15; most applicable are 3 - New Employers; 4 Net Job Growth; 6 - Economic Diversification.	
Data Source	The Oregon Business Development Department (OBDD) manages the industrial site certification program and tracks the number of sites certified and developed. The OBDD maintains data demonstrating that each certified site is ready for development within 180 days. The Governor's Office receives data from this source. Point of contact at OBDD is: Michael J. Williams (503) 986-0141	
Owner	Economic Revitalization Team, Special Projects Coordinator, Christine Valentine, 503-986-6522, christine.valentine@state.or.us	



1. OUR STRATEGY

The industrial site certification program aims to prepare land for industrial development and related employment uses, thereby helping Oregon communities attract new employers and retain or expand existing Oregon businesses. Industrial site certification has benefited Oregon in two major areas: as a proven recruitment/retention tool for business development and as an effective program that assists communities with planning for future development. Certification can save businesses time and money and give Oregon communities a competitive advantage for attracting and retaining businesses. Site certification is attractive to companies that are looking to develop quickly on sites with minimal, or at least well documented, barriers to development. Site certification helps inform participants about the rigorous demands of land entitlement and development and serves as a planning tool, helping communities better understand the quantity and the quality of their current stock of industrial land.

The Oregon Business Development Department (OBDD) administers the certification program. The ERT Office continues to be available to the OBDD to collaborate on and work in partnership to support the site certification process. The process of readying industrial sites for "project ready" certification necessitates a collaborative, multi-agency, intergovernmental approach; i.e., there is logic in having the ERT involved based on the ERT mission and structure. The ERT can assist the OBDD with coordination and collaboration across agencies, participate in process improvement initiatives, help elevate policy issues that arise from specific certification efforts, and help communicate about roles and responsibilities for state agencies involved in the process. The OBDD can access, upon request, assistance from the ERT Office in Salem or from the ERT field offices and regional teams. In addition to the ERT, the OBDD's key state partners are DEQ, DLCD, ODOT, and OPRD-SHPO. Private property owners, local tribes, and non-profit organizations are also partners in many certification efforts.

The ERT's nine regional teams, lead by Regional Coordinators from the Governor's Office, are often the logical point of engagement, available to assist OBDD upon its request with identifying candidate sites, coordinating with key partners, addressing information needs, and getting sites through certification. Each regional team consists of representatives of all ten ERT agencies. In addition to assisting OBDD, the ERT regional team members gain important perspective and experience by participating in the certification process as they become more informed of what businesses look for in industrial sites and how current policies impact the state's economic development efforts.

2. ABOUT THE TARGETS

Initially, the targets for this measure were set relatively high (20 sites per year) as a motivator for making site certification a high priority effort for state agencies. But those targets were set without a measurable track record to assess the program and ultimately had to be adjusted to 12 sites per year. The Joint Legislative Audit Committee (JLAC) approved that target change starting with FY 07. The target remained at 12 sites per year through the 2007-09 biennium. The KPM target was changed again to 6 sites per year for the 2009-2010 fiscal year, in recognition of having a significant number of sites already certified under the program and an increasing shortage of available, unencumbered sites to certify. This report is the first prepared under the 6 sites/year target.

3. HOW WE ARE DOING

For the purposes of the KPM reporting, only 1 site has been certified for FY 2010. The site, Coyote Business Park, is a 60-acre parcel owned in trust by the Confederated Tribes of the Umatilla Indian Reservation. It is the first Tribal Trust land certified by the program. However, another 12 sites have submitted intakes into the certification program and are currently considered active by the OBDD.

Anecdotal evidence suggests that the Great Recession has impacted property owners interests in and abilities to participate in the certification program. OBDD also has very limited staffing and financial resources, making aggressive marketing of the program challenged.

As a job creator, certification has experienced significant success since its inception. Overall, 49% of the certified sites have experienced some development and employment. The OBDD has formally documented a total of 3,400 jobs on certified sites. Further, some of the State's most prominent employment successes for FY 2010 have occurred on certified sites: (1) Facebook project in Prineville has two facilities under construction and should employ close to 75 people when completed; (2) Home Depot announced a facility in Salem that will employ as many as 175 workers when completed; (3) Ferrotec announced a new facility in Fairview that will employ 30; (4) Genentech will become fully operational in 2010 and employ 300 in Hillsboro; and (5) Solaicx is expanding in Portland and is expected to employ 60 workers.

4. HOW WE COMPARE

The Oregon Industrial Site Certification program is one of twenty certification programs nationwide that have some level of state involvement. Program requirements and the nature of state involvement varies widely in these certification program. Many of the somewhat comparable programs are formerly sponsored by electric utilities or are more focused on niche categories (i.e., mega sized sites). Oregon has the highest certification standards in the country, giving the program a greater amount of credibility in comparison to others but also making certification more challenging for the state and property owners. Yet industry standards for developable industrial land are very high, with many companies demanding "Shovel Ready" sites where they can break ground within 90 days or less. In Oregon, sites are certified as "Project Ready," meaning they can be developed within 180 days of lease or purchase.

5. FACTORS AFFECTING RESULTS

Many of the 41 sites certified over the first years of the program (i.e., ending in FY 2006) were relatively uncomplicated to certify. A total of 24 additional sites qualified for certification over the next three years (i.e., ending in FY 2009). These 24 sites also went through a relatively

straightforward certification process. Now the remaining lands that could be enrolled in this program are considerably more constrained by physical, transportation, land use and market factors making them more difficult to certify – and sometimes significantly more difficult to certify. Barriers to certification include: (1) inadequate or inappropriately zoned land supply, (2) lack of access to utilities such as power or other forms of energy, (3) highway and road systems at or near capacity in some regions and requiring expensive fixes, (4) legal challenges and costs associated with brownfields redevelopment, (5) sites constrained by the need to mitigate for wetland impacts, (6) willingness of property owners to pursue certification, (7) limited options for funding and financing public infrastructure improvements needed to develop sites, and (8) sometimes also a lack of technical expertise or champion for certification at the local level. These types of barriers present substantial challenges for many sites, resulting in certification delays.

In addition to the barriers mentioned above, the program's requirements have become more stringent over time and the criteria have become better defined. Holding to higher market-driven standards has resulted in a longer ramp up time than anticipated and thus fewer certifications. The impact of higher standards and more difficult sites is witnessed in the lower levels of certifications over time and a success rate (% of certified sites in the program for more than two years as a percent of all sites entered into the program) of 52%. But to lower the standards would also lower the marketability of the certified sites. The state would not have sufficient certainty that sites could truly be developed in 180 days or less.

With many sites now in the processing queue at OBDD and OBDD program staff turnover resolved through hiring in April 2009, we anticipate increased performance for the measure in the next FY. Based on feedback from OBDD staff, we believe the target could be met for FY 2011.

6. WHAT NEEDS TO BE DONE

The ERT Office needs to continue its engagement in the OBDD's work to promote and evolve the site certification program. The ERT regional teams need to continue their work to assist the OBDD with individual site certifications and related issues. The ERT Director, State Agency Directors, and others working centrally need to remain updated on the program and any related policy or resource issues. But success will require more than work by the ERT Office staff, field teams, and others from the ERT agencies. Success will also depend on the availability of strong leadership and commitment from the OBDD to the site certification program. As the state's program administrator, the OBDD must market the site certification program, monitor program results, have the ability to dedicate sufficient technical and financial resources to the program, and integrate these efforts within other Department business lines.

OBDD is interested in streamlining the certification process, i.e., making it easier and less expensive without compromising the integrity of certification. We anticipate new OBDD guidelines relating to certification in FY2011, incorporating state-of-the-art practices and broadening the program to embrace a more comprehensive measurement of site preparedness called 'Industrial Readiness'. The new Industrial Readiness initiative would add a new level of certification, to serve as a stepping stone to the existing 'Project Ready' designation. The new Industrial Readiness level also could serve as a policy tool allowing for more systematic assessment of how to: deploy public assistance and investment, guide policy choices around

land use and transportation, and work to enhance the marketability of sites.

The ERT could assist the OBDD, as requested, with coordinating and collaborating with other state agencies to refine information needs and respond to market demand while addressing barriers to certification and industrial land development. The ERT also plans to continue participating in an industrial lands pilot project led by OBDD and also involving ODOT and DLCD as major partners. The ERT, through the Willamette Valley-Mid Coast regional team, will also continue to participate in an initiative along with the local council of governments, DSL, and DLCD to find a regional solution to wetland permitting barriers to industrial site certification in the Mid-Willamette Valley. If successful, this initiative will open up a large number of sites for certification and work as a model for wetland permitting in other parts of the state.

7. ABOUT THE DATA

The reporting cycle is by fiscal year. Results represent sites certified within FY 2010. The date of the certification corresponds to the date on the certification letter issued under the Director of OBDD's signature. To be certified, each site needs to document that it is ready for development within 180 days of lease or purchase. The OBDD maintains notebooks, as well as compact discs, with all the documentation, and also works toward periodic recertification of the sites. Documentation and the site itself is reviewed by an independent consultant who recommends certification.



EXECUTIVE ORDER NO. 09 – 10

AMENDING EXECUTIVE ORDER 03 - 01 REGARDING REGULATORY STREAMLINING

On February 20, 2003, I executed Executive Order 03-01, establishing the Office of Regulatory Streamlining, reporting to the Department of Consumer and Business Services. Since its inception, the Office has streamlined regulatory processes and procedures; created consistency where administrative rules are duplicative or overlap; made investments in online technologies to improve permitting; and helped to coordinate administrative rule changes that require fiscal impacts with stakeholders.

With the cooperation and support of state agencies and businesses, the Office has catalogued a list of over 300 separate regulatory improvements that have removed barriers to business. Importantly, these improvements were achieved without compromising standards for environmental protections, consumer rights, or the health and safety of Oregon workers.

To a large extent, state agencies have institutionalized regulatory streamlining practices into their daily business model and existing performance management systems. However, more can still be done.

While the Office of Regulatory Streamlining will cease to exist on June 30, 2009, this Order amends and supersedes Executive Order 03-01, to shift elements of regulatory streamlining efforts to the Economic Revitalization Team (ERT).

NOW THEREFORE, IT IS HEREBY DIRECTED AND ORDERED:

1. On an ongoing basis, state agencies that regulate business activities in Oregon shall review their regulations and regulatory processes and identify opportunities to streamline those processes to reduce regulatory burdens without compromising regulatory standards. A reviewing agency shall look for ways to achieve:

- a. Consistency in interpretation and predictability in application of regulations on a statewide basis;
- b. Flexible and problem-solving approaches in applying regulatory requirements, while maintaining compliance with underlying standards;
- c. Better coordination and communication where government agencies have overlapping regulatory authority;
- d. Faster resolution of conflicting standards;



EXECUTIVE ORDER NO. 09 – 10
PAGE TWO

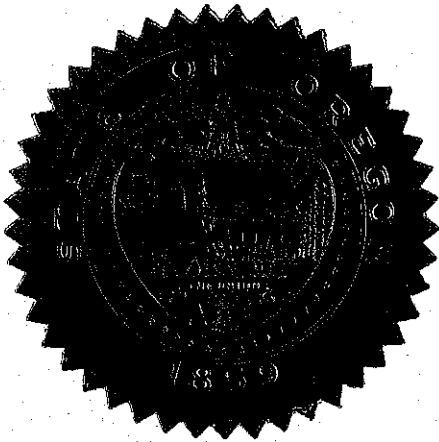
- e. More timely, understandable and fair permit and approval processes;
 - f. Elimination of any unnecessary paperwork, reporting or review requirements; and
 - g. “User-friendly” processes, including increased use of technology to facilitate doing business with government.
2. State agencies that regulate business activities in Oregon shall periodically report to the ERT Director, as requested, on regulatory streamlining activities and results achieved in a form to be established by the ERT.
3. The Director of the ERT shall designate individuals to continue key aspects of the work of the Office of Regulatory Streamlining in a way that is consistent with ERT’s statutory mission, including:
- a. Acting as a liaison between the Department of Agriculture, Oregon Business Development Department (formerly known as the Economic & Community Development Department), Department of Consumer and Business Services, Department of Energy, Department of Environmental Quality, Oregon Housing and Community Services, Department of Land Conservation and Development, Oregon Department of Transportation, Department of State Lands, and Department of Water Resources (collectively referred to as the “ERT Agencies”), local governments, tribal governments, businesses and other regional partners to facilitate communication about regulatory barriers and challenges;
 - b. Developing mechanisms to increase coordination among ERT Agencies with overlapping regulatory authority on common regional, tribal, and local government programs and activities; and
 - c. Proposing ways to create regulatory efficiencies and problem solve during the rulemaking activities of ERT Agencies.
4. ERT’s biennial reports to the Legislative Assembly shall include recommendations for legislative measures to increase flexibility and achieve greater regulatory efficiencies.

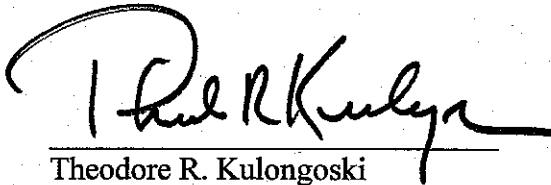


EXECUTIVE ORDER NO. 09 – 10
PAGE THREE


5. This Order amends and supersedes Executive Order 03-01 Relating to Regulatory Streamlining.

Done at Salem, Oregon, this 25th day of June, 2009.




Theodore R. Kulongoski
GOVERNOR

ATTEST:


Kate Brown
SECRETARY OF STATE

State Agency Projects Submitted Under Executive Order 09-11 for the 2009-2011 Biennium

Table 4: Summary Listing of Reports Received by the Economic Revitalization Team

PROJECT TOTALS
159 Projects
23 Agencies

The information contained in this spreadsheet was derived from project reports submitted to the Governor's ERT Office in summer 2010. See individual project reports for additional details.

Project Type Categories	Totals By Project Type	Totals By Project Status*	Project Status Categories
Designated by the ERT Office:			Designated by the ERT Office:
Continuous Process Improvement	75	65	Completed
Information/Training	36	12	Conceptual
License/Permit Streamlining	48	82	Underway

* = as reported in Summer 2010

State Agency	Agency Code	Program Area	Project Name	Project Type (1 of 3 Categories)	Agency Contact Name of Person(s)	Agency Contact Person(s) Phone #	Project Status (1 of 3 Categories)
Administrative Services	DAS	Agency Wide	Wall-2-Wall Agency Transformation Initiative	Continuous Process Improvement	David Almond	(503) 378-3202	Underway
Agriculture	ODA	Administrative Services	Online Licensing & Payment Processing	License/Permit Streamlining	Michelle Bemis	503-986-4606	Conceptual
	ODA	Administrative Services	Batch Processing of Licenses	License/Permit Streamlining	Michelle Bemis	503-986-4606	Completed
	ODA	Agriculture Development	Building the Farm to School Program	Continuous Process Improvement	Michelle Markesteyn-Ratcliffe	503-872-6600	Underway
	ODA	Agriculture Development	Oregon Agricultural Certification Database Development	Continuous Process Improvement	Karla Valness	503-872-6600	Underway
	ODA	Commodity Inspection	California Dept. Food & Agriculture Cherry Permits	License/Permit Streamlining	Jim Cramer	503-986-4631	Completed
	ODA	Measurement Standards	Merging Weights & Measures License Applications	License/Permit Streamlining	Jason Barber	503-986-4767	Completed
	ODA	Measurement Standards	On-line Consumer Complaints & Placed in Service Reports	Continuous Process Improvement	Jason Barber	503-986-4767	Underway
	ODA	Natural Resources	Confined Animal Feeding Operation Equivalency with EPA	License/Permit Streamlining	Ray Jaindl	503-986-4713	Conceptual
	ODA	Pesticides	Pesticide Analytical & Response Center	Information/Training	Dale Mitchell	503-986-4646	Conceptual
	ODA	Pesticides	Experimental Use Permit Process	License/Permit Streamlining	Janet Fults	503-986-4652	Completed
	ODA	Pesticides	Water Quality Pesticide Management Team	Continuous Process Improvement	Steve Riley	503-986-6485	Underway
	ODA	Pesticides	Electronic Pesticide Certification Exams	Information/Training	Janet Fults	503-986-4652	Underway
	ODA	Plant	Quarantine & Noxious Weed Revisions	Information/Training	Dan Hilburn	503-986-4663	Completed
	ODA	Plant	Umatilla County Control Area	Information/Training	Dan Hilburn	503-986-4663	Underway
Business Oregon	OBDD	Infrastructure Finance	Financial Disbursement Process Streamlining	Continuous Process Improvement	Lynn Schoessler	503-986-0158	Completed
	OBDD	Infrastructure Finance	Funding Programs - LEAN Process Assessment	Continuous Process Improvement	Lynn Schoessler	503-986-0158	Underway
Construction Contractors	CCB	Education	On-line Continuing Education Courses for Contractors	Information/Training	Cathy Dixon	503-378-4621 X4077	Underway
	CCB	Information Technology	Dispute Resolution System Complaint Fee Payment	Continuous Process Improvement	Cathy Dixon	503-378-4621 X4077	Underway
	CCB	Information Technology	Locksmith License Renewals	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Underway
	CCB	Information Technology	Locksmith License Information Updates	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Underway
	CCB	Information Technology	Locksmith Licensing - Prototype	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Completed
	CCB	Information Technology	Construction Contractor License Renewals	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Underway
	CCB	Information Technology	Lead Based Paint Renovation Contractor Licensing	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Completed
	CCB	Information Technology	Lead Base Paint Renovation Contractor License Renewals	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Underway
Consumer & Business	DCBS	Agency Wide	Online Training & Meetings	Information/Training	Lisa Morawski	503-947-7897	Underway
	DCBS	Building Codes	Construction E-permits	License/Permit Streamlining	Patrick Allen	503-378-2872	Underway
	DCBS	Building Codes	Elevator & Boiler E-permits	License/Permit Streamlining	Celina Patterson	503-373-0855	Underway
	DCBS	Finance/Corporate	Nationwide Mortgage Lending System	License/Permit Streamlining	Kirsten Anderson	503-947-7478	Underway
	DCBS	Insurance	iReg System - Insurance Tax Reporting	Continuous Process Improvement	Lynette Hadley	503-947-7046	Underway
	DCBS	Insurance	Insurance License Renewals	License/Permit Streamlining	Jim Thompson	503-947-7247	Underway
	DCBS	Insurance	Electronic System-Insurance Complaints	Continuous Process Improvement	Ron Fredrickson	503-947-7277	Underway
	DCBS	OSHA	OSHA Online Complaint Form	Continuous Process Improvement	Marilyn Schuster	503-947-7445	Completed
	DCBS	Workers Comp.	Vocational Assistance Streamlining	Information/Training	Barbara Smith	503-947-7568	Completed
	DCBS	Workers Comp.	Electronic Proof of Coverage	Continuous Process Improvement	Cory VanHouten	503-947-7600	Completed
	DCBS	Workers Comp.	Electronic Reporting of Medical Data	Continuous Process Improvement	Kevin Willingham	503-934-6013	Underway
	DCBS	Workers Comp.	Online Calculator for Medical Providers	Continuous Process Improvement	Kevin Willingham	503-934-6013	Completed
	DCBS	Workers Comp.	Board Electronic Docket	Information/Training	Terry Taylor	503-934-0126	Completed
	DCBS	Workers Comp.	Board Electronic Transcripts	Continuous Process Improvement	Terry Taylor	503-934-0126	Underway
Employment	OED	Child Care	Improved Communications Methods - Child Care Providers	Information/Training	Kara Waddell	503-947-1409	Completed
	OED	Child Care	Integration of Database Systems	Continuous Process Improvement	Kara Waddell	503-947-1409	Underway
	OED	General	Interagency Compliance Network	Information/Training	Rob Edwards	503-947-1696	Underway
	OED	Unemployment Insur.	State Information Data Exchange System	Continuous Process Improvement	Susan Johnson	503-947-1388	Conceptual
	OED	Unemployment Insur.	Internet-based Reporting - Unemployment Insurance Taxes	Continuous Process Improvement	Rob Edwards	503-947-1696	Underway
Energy	ODOE	Agency Wide	Alignment of Financing & Incentive Programs	Continuous Process Improvement	Anthony Buckley	503-373-7400	Underway

State Agency	Agency Code	Program Area	Project Name	Project Type (1 of 3 Categories)	Agency Contact Name of Person(s)	Agency Contact Person(s) Phone #	Project Status (1 of 3 Categories)
	ODOE	Residential	Streamlining of Residential Energy Tax Credit Program	Continuous Process Improvement	Jim Denno	503-378-2856	Underway
	ODOE	Schools	Streamlining of Schools Interactive Database Functions	Continuous Process Improvement	Jim Denno	503-378-2856	Underway
	ODOE	Schools	Energy Audits for Schools Process Streamlining	Continuous Process Improvement	Jim Denno	503-378-2856	Completed
Environmental Quality	DEQ	Agency Wide	Rulemaking - LEAN Kaizen	Continuous Process Improvement	Maggie Vandehey, John Reel	503-229-6878, 6066	Underway
	DEQ	Agency Wide	Records Management - LEAN Kaizen	Continuous Process Improvement	Ella Crumble, John Reel	503-229-5559, 6066	Underway
	DEQ	Air Quality	Combined Inspections - Underground Storage Tanks & Air Quality	Continuous Process Improvement	Margaret Oliphant	503-229-5687	Underway
	DEQ	Air Quality	Streamlining Greenhouse Gas Reporting for Permittees	License/Permit Streamlining	Margaret Oliphant	503-229-5687	Underway
	DEQ	Air Quality	Streamlining Work with Permittees	License/Permit Streamlining	Mark Bailey	541-633-2017	Underway
	DEQ	Air Quality	Integration of Federal Low Emission Vehicle Rules	Continuous Process Improvement	Margaret Oliphant	503-229-5687	Underway
	DEQ	Air Quality	Air Quality Registration for Small Businesses in Lieu of Permits	License/Permit Streamlining	Margaret Oliphant	503-229-5687	Completed
	DEQ	Air Quality	Alignment with Federal Transportation Conformity Rules	Continuous Process Improvement	Margaret Oliphant	503-229-5687	Completed
	DEQ	Business Systems/IT	Business Systems - LEAN Kaizen	Continuous Process Improvement	Sohng Shin, John Reel	503-229-6295, 6066	Completed
	DEQ	Compliance	Compliance - LEAN Kaizen	License/Permit Streamlining	David Belyea, John Reel	541-687-7340, 503-229-6066	Underway
	DEQ	Compliance	Compliance & Enforcement - LEAN Kaizen	License/Permit Streamlining	Jane Hickman, John Reel	503-229-5555, 6066	Completed
	DEQ	Hazardous/Solid Waste	Combining Management of Programs	Continuous Process Improvement	Lissa Druback	541-298-7255 x222	Completed
	DEQ	Hazardous/Solid Waste	Inspection Process - LEAN Kaizen	Continuous Process Improvement	Audrey O'Brien, John Reel	503-229-5072, 6066	Underway
	DEQ	Laboratory	Reduce Processing Times - Samples/Data	Continuous Process Improvement	Greg Pettit, John Reel	503-693-5705, 503-229-6066	Completed
	DEQ	Solid Waste	Beneficial Use of Solid Wastes	Continuous Process Improvement	Loretta Pickerell	503-229-5808	Completed
	DEQ	Solid Waste	Clear Standards for Composting Facilities	License/Permit Streamlining	Loretta Pickerell	503-229-5808	Completed
	DEQ	Water Quality	Permit Document Repository	License/Permit Streamlining	Dave Kingsella	503-229-6331	Completed
Fish & Wildlife	ODFW	Invasive Species	Invasive Species Prevention Permit Partnership	License/Permit Streamlining	Rick Boatner	503-947-6308	Underway
	ODFW	Fish	Fish Transport Permit System	License/Permit Streamlining	Laura Tesler	503-931-3821	Completed
	ODFW	Fish	Streamlining Scientific Take Permit Process	License/Permit Streamlining	Joy Vaughan	503-947-6254	Underway
	ODFW	Fish	Fish Propagation License Website	License/Permit Streamlining	Guy Chilton	503-947-6249	Completed
	ODFW	Hunting	Oregon Hunter Access Map	Information/Training	Dave Budeau, David Lane	503-947-6323, 6013	Completed
	ODFW	Hunting	Online Registration System - Hunter Ed./Mentored Youth	Information/Training	Roger Furman	503-947-6010	Underway
	ODFW	Hunting/Fishing	Accessibility Hunting & Fishing Regulations/Information	Information/Training	Shirlene Gonzalez	503-947-6193	Completed
Forestry	ODF	Forest Practices	Alternative Means to Resolve Civil Penalties	Continuous Process Improvement	Dan Postrel	503-945-7420	Completed
	ODF	Forest Practices	Forest Stewardship & Safe Harbor Agreements	Continuous Process Improvement	Dan Postrel	503-945-7420	Underway
	ODF	Urban/Wildland	Efficiency Measures - Wildfire Protection for Homes	Information/Training	Dan Postrel	503-945-7420	Underway
Health Licensing	OHLA	Audiology	Eliminate Dual Hearing Aid Dispensing Oversight	License/Permit Streamlining	Kraig Bohot	503-373-1939	Completed
	OHLA	Cosmetology	Discount Drives Increase in Online License Renewals	License/Permit Streamlining	Kraig Bohot	503-373-1939	Completed
	OHLA	Cosmetology	Training in Lieu of Civil Fines for Practioners	Information/Training	Kraig Bohot	503-373-1939	Completed
	OHLA	Regulatory Operations	Tattoo Artist Event Facility & Temporary Practioner Permit	License/Permit Streamlining	Kraig Bohot	503-373-1939	Completed
Housing & Community	OHCS	Agency Wide	Implementation of Data Collection System Fiscal Module	Continuous Process Improvement	Leslie Tennies	503-986-2061	Completed
	OHCS	Agency Wide	Expanded Electronic Communications	Information/Training	Lisa Joyce	503-986-0951	Completed
	OHCS	Agency Wide	Master Grant Agreement Streamlining	Continuous Process Improvement	Alan Kramer	503-986-0966	Completed
	OHCS	Agency Wide	Streamlining Financial Performance Data Collection	Continuous Process Improvement	Diana Koppes	503-986-6749	Completed
	OHCS	Consolidated Funding	Streamlining Funding Process	Continuous Process Improvement	Betty Markey	503-986-2116	Completed
	OHCS	Housing	Streamlining Housing Compliance Visits	Continuous Process Improvement	Diana Koppes	503-986-6749	Underway
	OHCS	Manufactured Homes	Online Merchant Vendor Interface	Continuous Process Improvement	Bill Carpenter	503-986-2128	Completed
	OHCS	Weatherization	Residential Energy Analyst Program Training	Information/Training	Richard Matthews	503-986-2097	Completed
Human Services	DHS	Agency Wide	Transformation Initiative	Continuous Process Improvement	Trisha Baxter	503-945-7788	Underway
	DHS	Behavioral Rehab.	DHS-Oregon Youth Authority Efficiencies Workgroup	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Underway
	DHS	Residential Treatment	Incident Review Procedures - Psychiatric Resid. Treatment Facilities	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Underway
	DHS	Children & Families	Child Welfare & Self Sufficiency Processes Streamlining	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Underway
	DHS	OSSP	Program Alignment Workgroup	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Completed
	DHS	OSSP	Transmittal Workgroup	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Completed
	DHS	OSSP	Client Form Elimination	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Completed
Land Use	DLCD	Periodic Review	Process Improvement-Review of Local Comprehensive Plans	Continuous Process Improvement	Jim Rue	503-373-0050	Underway
Liquor Control	OLCC	Agency Wide	Procurement Streamlining	Continuous Process Improvement	Marleen Longabaugh	503-872-5178	Completed
	OLCC	Agency Wide	Communications via Gov.Delivery	Information/Training	Tom Erwin	503-872-5044	Completed
	OLCC	Agency Wide	Administrative Rules Simplification	Information/Training	Judith Bracanovich	503-872-5108	Underway
	OLCC	Licensing	Electronic Proof of Licensure	License/Permit Streamlining	Alisa Larsen	503-872-6767	Conceptual
	OLCC	Licensing	Innovation of Licensing Process	License/Permit Streamlining	Linda Ignowski	503-872-5115	Underway
	OLCC	Licensing	Regulatory Application Platform Modernization	License/Permit Streamlining	Linda Ignowski	503-872-5115	Conceptual
Lottery	OSL	Retailers	Traditional Retailer Application Streamlining	License/Permit Streamlining	Marcia Hutchins	503-540-1024	Underway
	OSL	Retailers	Plain Language Implementation - Rules & Contracts	Information/Training	Mark Hohlt	503-540-1417	Underway

State Agency	Agency Code	Program Area	Project Name	Project Type (1 of 3 Categories)	Agency Contact Name of Person(s)	Agency Contact Person(s) Phone #	Project Status (1 of 3 Categories)
	OSL	Retailers	Interagency Compliance Network	Continuous Process Improvement	Ken Brennehan	503-540-1022	Underway
	OSL	Retailers	New Retailer Management System	License/Permit Streamlining	Marcia Hutchins	503-540-1024	Underway
	OSL	Retailers	Contractor Security Law & Rule Amendments	Continuous Process Improvement	Mark Hohlt	503-540-1417	Completed
	OSL	Retailers	Lottery Retailer Contract 2010	Continuous Process Improvement	Mark Hohlt	503-540-1417	Completed
	OSL	Retailers	Minimum Sales Rule	Continuous Process Improvement	Mark Hohlt	503-540-1417	Completed
	OSL	Retailers	Smoking Ban Implementation Rules	Information/Training	Mark Hohlt	503-540-1417	Completed
	OSL	Retailers	Lottery Retailer Transactional Accounting	Continuous Process Improvement	Tim Eaton	503-540-1101	Underway
	OSL	Retailers	Retailer Website	Information/Training	Tim Eaton	503-540-1101	Underway
	OSL	Retailers	Smart Count Retail Operations Process	Continuous Process Improvement	Tim Eaton	503-540-1101	Underway
Public Utility Comm.	PUC	Telecommunications	Oregon Universal Service Fund Online System	Continuous Process Improvement	Roger White	503-378-6371	Underway
	PUC	Telecommunications	Telecommunications Program Streamlining	Continuous Process Improvement	Jon Cray	503-373-1400	Underway
	PUC	Telecomm/Energy	Rule Revisions to Address False ID Disconnections	Continuous Process Improvement	Phil Boyle	503-373-1827	Completed
	PUC	Utilities	Standardizing Purchased Gas Adjustment Filings	Continuous Process Improvement	Lori Koho	503-378-8225	Underway
	PUC	Utilities	New Security Financing Requirements for Utilities	Continuous Process Improvement	Marc Hellman	503-378-6355	Completed
	PUC	Utilities	Streamlining Water Utility Regulation	Continuous Process Improvement	Marc Hellman	503-378-6355	Conceptual
Racing	ORC	Agency Wide	Licensing for Totalizer Companies	License/Permit Streamlining	Randy Evers	971-673-0209	Conceptual
	ORC	Agency Wide	Pre-race Veterinarian Exam Process	Continuous Process Improvement	Randy Evers	971-673-0209	Completed
	ORC	Agency Wide	Training Materials & Resources	Information/Training	Randy Evers	971-673-0209	Completed
Real Estate	REA	Agency Wide	Assoc. Real Estate License Law Officials Timeshare Registry	License/Permit Streamlining	Laurie Skillman	503-378-4630	Underway
	REA	Agency Wide	On-Line Real Estate Newsletter & Reference Guide	Information/Training	Laurie Skillman	503-378-4630	Underway
	REA	Agency Wide	New Real Estate Licensing System	License/Permit Streamlining	Laurie Skillman	503-378-4630	Underway
Revenue	DOR	Central Business Registry	Upgrade to Central Business Registry	Information/Training	Kim Linscheid	503-798-7829	Underway
	DOR	County Assess. & Tax.	Alternative On-line Training Option	Information/Training	Mike Vaughn	503-945-8648	Underway
	DOR	County Assess. & Tax.	GovSpace Stakeholders Forum	Information/Training	Colleen Tarr	503-945-8277	Underway
	DOR	E-Filing	E-Filing Option for Code Boundary Change Requests	Continuous Process Improvement	Brett Juul	503-945-8336	Conceptual
	DOR	E-Filing	E-Filing Option for Industrial & Utility Property Returns	Continuous Process Improvement	Taraleen Elliott	503-945-8253	Conceptual
	DOR	E-Filing	Federal/State E-File System Replacement	Continuous Process Improvement	Gary Humphrey	503-945-8661	Completed
	DOR	Employers	Interagency Compliance Network - Contractor Classification	Information/Training	John Galvin	503-779-6817	Underway
	DOR	Employers	Plain Language Update - Combined Payroll Tax Booklet	Information/Training	JoLene Swint	503-945-8359	Completed
	DOR	Personal Tax	Automatic Call Distributor Implementation	Information/Training	Debbie Love-Wagner	503-947-2131	Completed
	DOR	Property Tax	Food Processor Property Tax Exemption Verification	Continuous Process Improvement	Merri Seaton	503-302-9004	Underway
	DOR	Public Information	Creation of Oregon Revenue Bulletin	Information/Training	Jason Barbee	503-945-8812	Completed
	DOR	Public Information	Tax Amnesty Program	Information/Training	Gary Humphrey	503-945-8661	Underway
State Lands	DSL	Oregon Plan	Participation in Oregon Plan for Salmon/Watersheds	Continuous Process Improvement	Lori Warner-Dickason	503-986-5271	Underway
	DSL	Removal-Fill	E-Permitting	License/Permit Streamlining	Bill Ryan	503-986-5259	Underway
	DSL	Removal-Fill	General Permit Program	License/Permit Streamlining	Eric Metz	503-986-5266	Underway
	DSL	Removal-Fill	Notice Based Permitting	License/Permit Streamlining	Eric Metz	503-986-5266	Underway
	DSL	Removal-Fill	Oregon Rapid Wetland Assessment Protocol	License/Permit Streamlining	Janet Morlan	503-986-5236	Completed
	DSL	Removal-Fill	Permit Guidance Manual	License/Permit Streamlining	Lori Warner-Dickason	503-986-5271	Underway
	DSL	Removal-Fill	Deregulation Voluntary Habitat Restoration Projects	License/Permit Streamlining	Eric Metz	503-986-5266	Completed
	DSL	Unclaimed Property	Owner Outreach	Information/Training	Patrick Tate	503-986-5248	Underway
Transportation	ODOT	Agency Wide	Consultant Billing Rate Methodology	Continuous Process Improvement	Michelle Remmy	503-986-2819	Completed
	ODOT	Agency Wide	Public Records Request Process	Continuous Process Improvement	Lisa Martinez	503-986-3273	Underway
	ODOT	Highway	Electronic Bidding - Highway Construction Projects	Continuous Process Improvement	John Fagan	503-986-2727	Completed
	ODOT	Local Government	Pre-application Meetings - Highway Approaches	Information/Training	David Boyd	541-388-6182	Underway
	ODOT	Motor Carrier	Direct Payment/Automated Clearinghouse - Trucking	Continuous Process Improvement	Ric Listella	503-378-6653	Completed
	ODOT	Motor Carrier	Truck Road Use Electronics (TRUE) Pilot	Continuous Process Improvement	James Whitty, Gina Salang	503-986-4282, 373-1289	Underway
	ODOT	Motor Vehicles	Customer Correspondence - Electronic Transition	Information/Training	Robert Craig Daniels	503-945-5474	Completed
	ODOT	Motor Vehicles	Dealer Bonding Requirements	Continuous Process Improvement	Christopher Ratliff	503-945-5283	Completed
Water Resources	WRD	Agency Wide	Modernize Newspaper Notice Requirements	Continuous Process Improvement	Brenda Bateman	503-986-0879	Conceptual
	WRD	Exempt Wells	Internet Based Application & Mapping Tool	Information/Training	Dorothy Mortenson	503-986-0857	Underway
	WRD	Groundwater	Deschutes Groundwater Rules	Continuous Process Improvement	Ruben E. Ochoa	503-986-0874	Completed
	WRD	Groundwater	Application Review Streamlining	License/Permit Streamlining	Doug Woodcock	503-986-0847	Underway
	WRD	Water Rights	Transition to Electronic Transactions	License/Permit Streamlining	Brenda Bateman	503-986-0879	Conceptual
	WRD	Water Rights	Water Right Certification	License/Permit Streamlining	Dwight French	503-986-0819	Underway
	WRD	Water Rights	Water Right Transfers	License/Permit Streamlining	Dorothy Pedersen	503-986-0890	Underway

Table 5: E.O. 09-10 Projects Sorted by Type

Total Projects: 159

Continuous Process Improvement Projects: 75

Information/Training Projects: 36

License/Permit Streamlining: 48

State Agency	Agency Code	Program Area	Project Name	Effort Type (1 of 3 Categories)	Agency Contact Name of Person(s)	Agency Contact Person(s) Phone #	Project Status (1 of 3 Categories)
PROCESS IMPRM.							PROCESS IMPRM.
Administrative Services	DAS	Agency Wide	Wall-2-Wall Agency Transformation Initiative	Continuous Process Improvement	David Almond	(503) 378-3202	Underway
Agriculture	ODA	Agriculture Development	Building the Farm to School Program	Continuous Process Improvement	Michelle Markesteyn-Ratcliffe	503-872-6600	Underway
Agriculture	ODA	Agriculture Development	Oregon Agricultural Certification Database Development	Continuous Process Improvement		503-872-6600	Underway
Agriculture	ODA	Measurement Standards	On-line Consumer Complaints & Placed in Service Reports	Continuous Process Improvement		503-986-4767	Underway
Agriculture	ODA	Pesticides	Water Quality Pesticide Management Team	Continuous Process Improvement		503-986-6485	Underway
Business Oregon	OBDD	Infrastructure Finance	Financial Disbursement Process Streamlining	Continuous Process Improvement	Lynn Schoessler	503-986-0158	Completed
Business Oregon	OBDD	Infrastructure Finance	Funding Programs - LEAN Process Assessment	Continuous Process Improvement	Lynn Schoessler	503-986-0158	Underway
Construction Contractors	CCB	Information Technology	Dispute Resolution System Complaint Fee Payment	Continuous Process Improvement	Cathy Dixon	503-378-4621 X4077	Underway
Consumer & Business	DCBS	Insurance	iReg System - Insurance Tax Reporting	Continuous Process Improvement	Lynette Hadley	503-947-7046	Underway
Consumer & Business	DCBS	Insurance	Electronic System-Insurance Complaints	Continuous Process Improvement	Ron Fredrickson	503-947-7277	Underway
Consumer & Business	DCBS	OSHA	OSHA Online Complaint Form	Continuous Process Improvement	Marilyn Schuster	503-947-7445	Completed
Consumer & Business	DCBS	Workers Comp.	Electronic Proof of Coverage	Continuous Process Improvement	Cory VanHouten	503-947-7600	Completed
Consumer & Business	DCBS	Workers Comp.	Electronic Reporting of Medical Data	Continuous Process Improvement	Kevin Willingham	503-934-6013	Underway
Consumer & Business	DCBS	Workers Comp.	Online Calculator for Medical Providers	Continuous Process Improvement	Kevin Willingham	503-934-6013	Completed
Consumer & Business	DCBS	Workers Comp.	Board Electronic Transcripts	Continuous Process Improvement	Terry Taylor	503-934-0126	Underway
Employment	OED	Child Care	Integration of Database Systems	Continuous Process Improvement	Kara Waddell	503-947-1409	Underway
Employment	OED	Unemployment Insur.	State Information Data Exchange System	Continuous Process Improvement	Susan Johnson	503-947-1388	Conceptual
Employment	OED	Unemployment Insur.	Internet-based Reporting - Unemployment Insurance Taxes	Continuous Process Improvement	Rob Edwards	503-947-1696	Underway
Energy	ODOE	Agency Wide	Alignment of Financing & Incentive Programs	Continuous Process Improvement	Anthony Buckley	503-373-7400	Underway
Energy	ODOE	Residential	Streamlining of Residential Energy Tax Credit Program	Continuous Process Improvement	Jim Denno	503-378-2856	Underway
Energy	ODOE	Schools	Streamlining of Schools Interactive Database Functions	Continuous Process Improvement	Jim Denno	503-378-2856	Underway
Energy	ODOE	Schools	Energy Audits for Schools Process Streamlining	Continuous Process Improvement	Jim Denno	503-378-2856	Completed
Environmental Quality	DEQ	Agency Wide	Rulemaking - LEAN Kaizen	Continuous Process Improvement	Maggie Vandehey, John Reel	503-229-6878, 6066	Underway
Environmental Quality	DEQ	Agency Wide	Records Management - LEAN Kaizen	Continuous Process Improvement	Ella Crumble, John Reel	503-229-5559, 6066	Underway
Environmental Quality	DEQ	Air Quality	Combined Inspections - Underground Storage Tanks & Air Quality	Continuous Process Improvement	Margaret Oliphant	503-229-5687	Underway
Environmental Quality	DEQ	Air Quality	Integration of Federal Low Emission Vehicle Rules	Continuous Process Improvement	Margaret Oliphant	503-229-5687	Underway
Environmental Quality	DEQ	Air Quality	Alignment with Federal Transportation Conformity Rules	Continuous Process Improvement	Margaret Oliphant	503-229-5687	Completed
Environmental Quality	DEQ	Business Systems/IT	Business Systems - LEAN Kaizen	Continuous Process Improvement	Sohng Shin, John Reel	503-229-6295, 6066	Completed
Environmental Quality	DEQ	Hazardous/Solid Waste	Combining Management of Programs	Continuous Process Improvement	Lissa Druback	541-298-7255 x222	Completed
Environmental Quality	DEQ	Hazardous/Solid Waste	Inspection Process - LEAN Kaizen	Continuous Process Improvement	Audrey O'Brien, John Reel	503-229-5072, 6066	Underway
Environmental Quality	DEQ	Laboratory	Reduce Processing Times - Samples/Data	Continuous Process Improvement	Greg Pettit, John Reel	503-693-5705, 503-229-6066	Completed
Environmental Quality	DEQ	Solid Waste	Beneficial Use of Solid Wastes	Continuous Process Improvement	Loretta Pickerell	503-229-5808	Completed
Forestry	ODF	Forest Practices	Alternative Means to Resolve Civil Penalties	Continuous Process Improvement	Dan Postrel	503-945-7420	Completed
Forestry	ODF	Forest Practices	Forest Stewardship & Safe Harbor Agreements	Continuous Process Improvement	Dan Postrel	503-945-7420	Underway
Housing & Community	OHCS	Agency Wide	Implementation of Data Collection System Fiscal Module	Continuous Process Improvement	Leslie Tennes	503-986-2061	Completed
Housing & Community	OHCS	Agency Wide	Master Grant Agreement Streamlining	Continuous Process Improvement	Alan Kramer	503-986-0966	Completed
Housing & Community	OHCS	Agency Wide	Streamlining Financial Performance Data Collection	Continuous Process Improvement	Diana Koppes	503-986-6749	Completed
Housing & Community	OHCS	Consolidated Funding	Streamlining Funding Process	Continuous Process Improvement	Betty Markey	503-986-2116	Completed
Housing & Community	OHCS	Housing	Streamlining Housing Compliance Visits	Continuous Process Improvement	Diana Koppes	503-986-6749	Underway
Housing & Community	OHCS	Manufactured Homes	Online Merchant Vendor Interface	Continuous Process Improvement	Bill Carpenter	503-986-2128	Completed
Human Services	DHS	Agency Wide	Transformation Initiative	Continuous Process Improvement	Trisha Baxter	503-945-7788	Underway
Human Services	DHS	Behavioral Rehab.	DHS-Oregon Youth Authority Efficiencies Workgroup	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Underway
Human Services	DHS	Residential Treatment	Incident Review Procedures - Psychiatric Resid. Treatment Facilities	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Underway
Human Services	DHS	Children & Families	Child Welfare & Self Sufficiency Processes Streamlining	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Underway
Human Services	DHS	OSSP	Program Alignment Workgroup	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Completed
Human Services	DHS	OSSP	Transmittal Workgroup	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Completed
Human Services	DHS	OSSP	Client Form Elimination	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Completed
Land Use	DLCD	Periodic Review	Process Improvement-Review of Local Comprehensive Plans	Continuous Process Improvement	Jim Rue	503-373-0050	Underway
Liquor Control	OLCC	Agency Wide	Procurement Streamlining	Continuous Process Improvement	Marleen Longabaugh	503-872-5178	Completed
Lottery	OSL	Retailers	Interagency Compliance Network	Continuous Process Improvement	Ken Brenneman	503-540-1022	Underway
Lottery	OSL	Retailers	Contractor Security Law & Rule Amendments	Continuous Process Improvement	Mark Hohlt	503-540-1417	Completed
Lottery	OSL	Retailers	Lottery Retailer Contract 2010	Continuous Process Improvement	Mark Hohlt	503-540-1417	Completed
Lottery	OSL	Retailers	Minimum Sales Rule	Continuous Process Improvement	Mark Hohlt	503-540-1417	Completed
Lottery	OSL	Retailers	Lottery Retailer Transactional Accounting	Continuous Process Improvement	Tim Eaton	503-540-1101	Underway
Lottery	OSL	Retailers	Smart Count Retail Operations Process	Continuous Process Improvement	Tim Eaton	503-540-1101	Underway
Public Utility Comm.	PUC	Telecommunications	Oregon Universal Service Fund Online System	Continuous Process Improvement	Roger White	503-378-6371	Underway
Public Utility Comm.	PUC	Telecommunications	Telecommunications Program Streamlining	Continuous Process Improvement	Jon Cray	503-373-1400	Underway

State Agency	Agency Code	Program Area	Project Name	Effort Type (1 of 3 Categories)	Agency Contact Name of Person(s)	Agency Contact Person(s) Phone #	Project Status (1 of 3 Categories)
Public Utility Comm.	PUC	Telecomm/Energy	Rule Revisions to Address False ID Disconnections	<i>Continuous Process Improvement</i>	Phil Boyle	503-373-1827	Completed
Public Utility Comm.	PUC	Utilities	Standardizing Purchased Gas Adjustment Filings	<i>Continuous Process Improvement</i>	Lori Koho	503-378-8225	Underway
Public Utility Comm.	PUC	Utilities	New Security Financing Requirements for Utilities	<i>Continuous Process Improvement</i>	Marc Hellman	503-378-6355	Completed
Public Utility Comm.	PUC	Utilities	Streamlining Water Utility Regulation	<i>Continuous Process Improvement</i>	Marc Hellman	503-378-6355	Conceptual
Racing	ORC	Agency Wide	Pre-race Veterinarian Exam Process	<i>Continuous Process Improvement</i>	Randy Evers	971-673-0209	Completed
Revenue	DOR	E-Filing	E-Filing Option for Code Boundary Change Requests	<i>Continuous Process Improvement</i>	Brett Juul	503-945-8336	Conceptual
Revenue	DOR	E-Filing	E-Filing Option for Industrial & Utility Property Returns	<i>Continuous Process Improvement</i>	Taraleen Elliott	503-945-8253	Conceptual
Revenue	DOR	E-Filing	Federal/State E-File System Replacement	<i>Continuous Process Improvement</i>	Gary Humphrey	503-945-8661	Completed
Revenue	DOR	Property Tax	Food Processor Property Tax Exemption Verification	<i>Continuous Process Improvement</i>	Merri Seaton	503-302-9004	Underway
State Lands	DSL	Oregon Plan	Participation in Oregon Plan for Salmon/Watersheds	<i>Continuous Process Improvement</i>	Lori Warner-Dickason	503-986-5271	Underway
Transportation	ODOT	Agency Wide	Consultant Billing Rate Methodology	<i>Continuous Process Improvement</i>	Michelle Remmy	503-986-2819	Completed
Transportation	ODOT	Agency Wide	Public Records Request Process	<i>Continuous Process Improvement</i>	Lisa Martinez	503-986-3273	Underway
Transportation	ODOT	Highway	Electronic Bidding - Highway Construction Projects	<i>Continuous Process Improvement</i>	John Fagan	503-986-2727	Completed
Transportation	ODOT	Motor Carrier	Direct Payment/Automated Clearinghouse - Trucking	<i>Continuous Process Improvement</i>	Ric Listella	503-378-6653	Completed
Transportation	ODOT	Motor Carrier	Truck Road Use Electronics (TRUE) Pilot	<i>Continuous Process Improvement</i>	James Whitty, Gina Salang	503-986-4282, 373-1289	Underway
Transportation	ODOT	Motor Vehicles	Dealer Bonding Requirements	<i>Continuous Process Improvement</i>	Christopher Ratliff	503-945-5283	Completed
Water Resources	WRD	Agency Wide	Modernize Newspaper Notice Requirements	<i>Continuous Process Improvement</i>	Brenda Bateman	503-986-0879	Conceptual
Water Resources	WRD	Groundwater	Deschutes Groundwater Rules	<i>Continuous Process Improvement</i>	Ruben E. Ochoa	503-986-0874	Completed

INFO/TRAINING				INFO/TRAINING			
Agriculture	ODA	Pesticides	Pesticide Analytical & Response Center	<i>Information/Training</i>	Dale Mitchell	503-986-4646	Conceptual
Agriculture	ODA	Pesticides	Electronic Pesticide Certification Exams	<i>Information/Training</i>	Janet Fults	503-986-4652	Underway
Agriculture	ODA	Plant	Quarantine & Noxious Weed Revisions	<i>Information/Training</i>	Dan Hilburn	503-986-4663	Completed
Agriculture	ODA	Plant	Umatilla County Control Area	<i>Information/Training</i>	Dan Hilburn	503-986-4663	Underway
Construction Contractors	CCB	Education	On-line Continuing Education Courses for Contractors	<i>Information/Training</i>	Cathy Dixon	503-378-4621 X4077	Underway
Consumer & Business	DCBS	Agency Wide	Online Training & Meetings	<i>Information/Training</i>	Lisa Morawski	503-947-7897	Underway
Consumer & Business	DCBS	Workers Comp.	Vocational Assistance Streamlining	<i>Information/Training</i>	Barbara Smith	503-947-7568	Completed
Consumer & Business	DCBS	Workers Comp.	Board Electronic Docket	<i>Information/Training</i>	Terry Taylor	503-934-0126	Completed
Employment	OED	Child Care	Improved Communications Methods - Child Care Providers	<i>Information/Training</i>	Kara Waddell	503-947-1409	Completed
Employment	OED	General	Interagency Compliance Network	<i>Information/Training</i>	Rob Edwards	503-947-1696	Underway
Fish & Wildlife	ODFW	Hunting	Oregon Hunter Access Map	<i>Information/Training</i>	Dave Budeau, David Lane	503-947-6323, 6013	Completed
Fish & Wildlife	ODFW	Hunting	Online Registration System - Hunter Ed./Mentored Youth	<i>Information/Training</i>	Roger Furman	503-947-6010	Underway
Fish & Wildlife	ODFW	Hunting/Fishing	Accessibility Hunting & Fishing Regulations/Information	<i>Information/Training</i>	Shirlene Gonzalez	503-947-6193	Completed
Forestry	ODF	Urban/Wildland	Efficiency Measures - Wildfire Protection for Homes	<i>Information/Training</i>	Dan Postrel	503-945-7420	Underway
Health Licensing	OHLA	Cosmetology	Training in Lieu of Civil Fines for Practioners	<i>Information/Training</i>	Kraig Bohot	503-373-1939	Completed
Housing & Community	OHCS	Agency Wide	Expanded Electronic Communications	<i>Information/Training</i>	Lisa Joyce	503-986-0951	Completed
Housing & Community	OHCS	Weatherization	Residential Energy Analyst Program Training	<i>Information/Training</i>	Richard Matthews	503-986-2097	Completed
Liquor Control	OLCC	Agency Wide	Communications via Gov.Delivery	<i>Information/Training</i>	Tom Erwin	503-872-5044	Completed
Liquor Control	OLCC	Agency Wide	Administrative Rules Simplification	<i>Information/Training</i>	Judith Bracanovich	503-872-5108	Underway
Lottery	OSL	Retailers	Plain Language Implementation - Rules & Contracts	<i>Information/Training</i>	Mark Hohlt	503-540-1417	Underway
Lottery	OSL	Retailers	Smoking Ban Implementation Rules	<i>Information/Training</i>	Mark Hohlt	503-540-1417	Completed
Lottery	OSL	Retailers	Retailer Website	<i>Information/Training</i>	Tim Eaton	503-540-1101	Underway
Racing	ORC	Agency Wide	Training Materials & Resources	<i>Information/Training</i>	Randy Evers	971-673-0209	Completed
Real Estate	REA	Agency Wide	On-Line Real Estate Newsletter & Reference Guide	<i>Information/Training</i>	Laurie Skillman	503-378-4630	Underway
Revenue	DOR	Central Business Registry	Upgrade to Central Business Registry	<i>Information/Training</i>	Kim Linscheid	503-798-7829	Underway
Revenue	DOR	County Assess. & Tax.	Alternative On-line Training Option	<i>Information/Training</i>	Mike Vaughn	503-945-8648	Underway
Revenue	DOR	County Assess. & Tax.	GovSpace Stakeholders Forum	<i>Information/Training</i>	Colleen Tarr	503-945-8277	Underway
Revenue	DOR	Employers	Interagency Compliance Network - Contractor Classification	<i>Information/Training</i>	John Galvin	503-779-6817	Underway
Revenue	DOR	Employers	Plain Language Update - Combined Payroll Tax Booklet	<i>Information/Training</i>	JoLene Swint	503-945-8359	Completed
Revenue	DOR	Personal Tax	Automatic Call Distributor Implementation	<i>Information/Training</i>	Debbie Love-Wagner	503-947-2131	Completed
Revenue	DOR	Public Information	Creation of Oregon Revenue Bulletin	<i>Information/Training</i>	Jason Barbee	503-945-8812	Completed
Revenue	DOR	Public Information	Tax Amnesty Program	<i>Information/Training</i>	Gary Humphrey	503-945-8661	Underway
State Lands	DSL	Unclaimed Property	Owner Outreach	<i>Information/Training</i>	Patrick Tate	503-986-5248	Underway
Transportation	ODOT	Local Government	Pre-application Meetings - Highway Approaches	<i>Information/Training</i>	David Boyd	541-388-6182	Underway
Transportation	ODOT	Motor Vehicles	Customer Correspondence - Electronic Transition	<i>Information/Training</i>	Robert Craig Daniels	503-945-5474	Completed
Water Resources	WRD	Exempt Wells	Internet Based Application & Mapping Tool	<i>Information/Training</i>	Dorothy Mortenson	503-986-0857	Underway

LICENSE/PERMIT				LICENSE/PERMIT			
Agriculture	ODA	Administrative Services	Online Licensing & Payment Processing	<i>License/Permit Streamlining</i>	Michelle Bemis	503-986-4606	Conceptual
Agriculture	ODA	Administrative Services	Batch Processing of Licenses	<i>License/Permit Streamlining</i>	Michelle Bemis	503-986-4606	Completed
Agriculture	ODA	Commodity Inspection	California Dept. Food & Agriculture Cherry Permits	<i>License/Permit Streamlining</i>	Jim Cramer	503-986-4631	Completed
Agriculture	ODA	Measurement Standards	Merging Weights & Measures License Applications	<i>License/Permit Streamlining</i>	Jason Barber	503-986-4767	Completed
Agriculture	ODA	Natural Resources	Confined Animal Feeding Operation Equivalency with EPA	<i>License/Permit Streamlining</i>	Ray Jaindl	503-986-4713	Conceptual
Agriculture	ODA	Pesticides	Experimental Use Permit Process	<i>License/Permit Streamlining</i>	Janet Fults	503-986-4652	Completed
Construction Contractors	CCB	Information Technology	Locksmith License Renewals	<i>License/Permit Streamlining</i>	Cathy Dixon	503-378-4621 X4077	Underway
Construction Contractors	CCB	Information Technology	Locksmith License Information Updates	<i>License/Permit Streamlining</i>	Cathy Dixon	503-378-4621 X4077	Underway
Construction Contractors	CCB	Information Technology	Locksmith Licensing - Prototype	<i>License/Permit Streamlining</i>	Cathy Dixon	503-378-4621 X4077	Completed

State Agency	Agency Code	Program Area	Project Name	Effort Type (1 of 3 Categories)	Agency Contact Name of Person(s)	Agency Contact Person(s) Phone #	Project Status (1 of 3 Categories)
Construction Contractors	CCB	Information Technology	Construction Contractor License Renewals	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Underway
Construction Contractors	CCB	Information Technology	Lead Based Paint Renovation Contractor Licensing	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Completed
Construction Contractors	CCB	Information Technology	Lead Base Paint Renovation Contractor License Renewals	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Underway
Consumer & Business	DCBS	Building Codes	Construction E-permits	License/Permit Streamlining	Patrick Allen	503-378-2872	Underway
Consumer & Business	DCBS	Building Codes	Elevator & Boiler E-permits	License/Permit Streamlining	Celina Patterson	503-373-0855	Underway
Consumer & Business	DCBS	Finance/Corporate	Nationwide Mortgage Lending System	License/Permit Streamlining	Kirsten Anderson	503-947-7478	Underway
Consumer & Business	DCBS	Insurance	Insurance License Renewals	License/Permit Streamlining	Jim Thompson	503-947-7247	Underway
Environmental Quality	DEQ	Air Quality	Streamlining Greenhouse Gas Reporting for Permittees	License/Permit Streamlining	Margaret Oliphant	503-229-5687	Underway
Environmental Quality	DEQ	Air Quality	Streamlining Work with Permittees	License/Permit Streamlining	Mark Bailey	541-633-2017	Underway
Environmental Quality	DEQ	Air Quality	Air Quality Registration for Small Businesses in Lieu of Permits	License/Permit Streamlining	Margaret Oliphant	503-229-5687	Completed
Environmental Quality	DEQ	Compliance	Compliance - LEAN Kaizen	License/Permit Streamlining	David Belyea, John Reel	541-687-7340, 503-229-6066	Underway
Environmental Quality	DEQ	Compliance	Compliance & Enforcement - LEAN Kaizen	License/Permit Streamlining	Jane Hickman, John Reel	503-229-5555, 6066	Completed
Environmental Quality	DEQ	Solid Waste	Clear Standards for Composting Facilities	License/Permit Streamlining	Loretta Pickerell	503-229-5808	Completed
Environmental Quality	DEQ	Water Quality	Permit Document Repository	License/Permit Streamlining	Dave Kingsella	503-229-6331	Completed
Fish & Wildlife	ODFW	Invasive Species	Invasive Species Prevention Permit Partnership	License/Permit Streamlining	Rick Boatner	503-947-6308	Underway
Fish & Wildlife	ODFW	Fish	Fish Transport Permit System	License/Permit Streamlining	Laura Tesler	503-931-3821	Completed
Fish & Wildlife	ODFW	Fish	Streamlining Scientific Take Permit Process	License/Permit Streamlining	Joy Vaughan	503-947-6254	Underway
Fish & Wildlife	ODFW	Fish	Fish Propagation License Website	License/Permit Streamlining	Guy Chilton	503-947-6249	Completed
Health Licensing	OHLA	Audiology	Eliminate Dual Hearing Aid Dispensing Oversight	License/Permit Streamlining	Kraig Bohot	503-373-1939	Completed
Health Licensing	OHLA	Cosmetology	Discount Drives Increase in Online License Renewals	License/Permit Streamlining	Kraig Bohot	503-373-1939	Completed
Health Licensing	OHLA	Regulatory Operations	Tattoo Artist Event Facility & Temporary Practitioner Permit	License/Permit Streamlining	Kraig Bohot	503-373-1939	Completed
Liquor Control	OLCC	Licensing	Electronic Proof of Licensure	License/Permit Streamlining	Alisa Larsen	503-872-6767	Conceptual
Liquor Control	OLCC	Licensing	Innovation of Licensing Process	License/Permit Streamlining	Linda Ignowski	503-872-5115	Underway
Liquor Control	OLCC	Licensing	Regulatory Application Platform Modernization	License/Permit Streamlining	Linda Ignowski	503-872-5115	Conceptual
Lottery	OSL	Retailers	Traditional Retailer Application Streamlining	License/Permit Streamlining	Marcia Hutchins	503-540-1024	Underway
Lottery	OSL	Retailers	New Retailer Management System	License/Permit Streamlining	Marcia Hutchins	503-540-1024	Underway
Racing	ORC	Agency Wide	Licensing for Totalizer Companies	License/Permit Streamlining	Randy Evers	971-673-0209	Conceptual
Real Estate	REA	Agency Wide	Assoc. Real Estate License Law Officials Timeshare Registry	License/Permit Streamlining	Laurie Skillman	503-378-4630	Underway
Real Estate	REA	Agency Wide	New Real Estate Licensing System	License/Permit Streamlining	Laurie Skillman	503-378-4630	Underway
State Lands	DSL	Removal-Fill	E-Permitting	License/Permit Streamlining	Bill Ryan	503-986-5259	Underway
State Lands	DSL	Removal-Fill	General Permit Program	License/Permit Streamlining	Eric Metz	503-986-5266	Underway
State Lands	DSL	Removal-Fill	Notice Based Permitting	License/Permit Streamlining	Eric Metz	503-986-5266	Underway
State Lands	DSL	Removal-Fill	Oregon Rapid Wetland Assessment Protocol	License/Permit Streamlining	Janet Morlan	503-986-5236	Completed
State Lands	DSL	Removal-Fill	Permit Guidance Manual	License/Permit Streamlining	Lori Warner-Dickason	503-986-5271	Underway
State Lands	DSL	Removal-Fill	Deregulation Voluntary Habitat Restoration Projects	License/Permit Streamlining	Eric Metz	503-986-5266	Completed
Water Resources	WRD	Groundwater	Application Review Streamlining	License/Permit Streamlining	Doug Woodcock	503-986-0847	Underway
Water Resources	WRD	Water Rights	Transition to Electronic Transactions	License/Permit Streamlining	Brenda Bateman	503-986-0879	Conceptual
Water Resources	WRD	Water Rights	Water Right Certification	License/Permit Streamlining	Dwight French	503-986-0819	Underway
Water Resources	WRD	Water Rights	Water Right Transfers	License/Permit Streamlining	Dorothy Pedersen	503-986-0890	Underway

The information contained in this spreadsheet was derived from project reports submitted to the Governor's ERT Office in summer 2010. See individual project reports for additional details.

Table 6: E.O. 09-10 Projects Sorted by Status (Completed, Conceptual, Underway)

Total Projects: 159

Completed: 65

Conceptual: 12

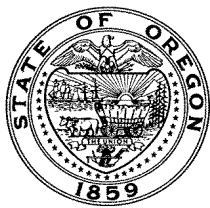
Underway: 82

State Agency	Agency Code	Program Area	Project Name	Effort Type (1 of 3 Categories)	Agency Contact Name of Person(s)	Agency Contact Person(s) Phone #	Project Status (1 of 3 Categories)
COMPLETED							COMPLETED
Agriculture	ODA	Plant	Quarantine & Noxious Weed Revisions	Information/Training	Dan Hilburn	503-986-4663	Completed
Agriculture	ODA	Administrative Services	Batch Processing of Licenses	License/Permit Streamlining	Michelle Bemis	503-986-4606	Completed
Agriculture	ODA	Commodity Inspection	California Dept. Food & Agriculture Cherry Permits	License/Permit Streamlining	Jim Cramer	503-986-4631	Completed
Agriculture	ODA	Measurement Standards	Merging Weights & Measures License Applications	License/Permit Streamlining	Jason Barber	503-986-4767	Completed
Agriculture	ODA	Pesticides	Experimental Use Permit Process	License/Permit Streamlining	Janet Fults	503-986-4652	Completed
Business Oregon	OBDD	Infrastructure Finance	Financial Disbursement Process Streamlining	Continuous Process Improvement	Lynn Schoessler	503-986-0158	Completed
Construction Contractors	CCB	Information Technology	Locksmith Licensing - Prototype	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Completed
Construction Contractors	CCB	Information Technology	Lead Based Paint Renovation Contractor Licensing	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Completed
Consumer & Business	DCBS	OSHA	OSHA Online Complaint Form	Continuous Process Improvement	Marilyn Schuster	503-947-7445	Completed
Consumer & Business	DCBS	Workers Comp.	Electronic Proof of Coverage	Continuous Process Improvement	Cory VanHouten	503-947-7600	Completed
Consumer & Business	DCBS	Workers Comp.	Online Calculator for Medical Providers	Continuous Process Improvement	Kevin Willingham	503-934-6013	Completed
Consumer & Business	DCBS	Workers Comp.	Vocational Assistance Streamlining	Information/Training	Barbara Smith	503-947-7568	Completed
Consumer & Business	DCBS	Workers Comp.	Board Electronic Docket	Information/Training	Terry Taylor	503-934-0126	Completed
Employment	OED	Child Care	Improved Communications Methods - Child Care Providers	Information/Training	Kara Waddell	503-947-1409	Completed
Energy	ODOE	Schools	Energy Audits for Schools Process Streamlining	Continuous Process Improvement	Jim Denno	503-378-2856	Completed
Environmental Quality	DEQ	Air Quality	Air Quality Registration for Small Businesses in Lieu of Permits	License/Permit Streamlining	Margaret Oliphant	503-229-5687	Completed
Environmental Quality	DEQ	Air Quality	Alignment with Federal Transportation Conformity Rules	Continuous Process Improvement	Margaret Oliphant	503-229-5687	Completed
Environmental Quality	DEQ	Business Systems/IT	Business Systems - LEAN Kaizen	Continuous Process Improvement	Sohng Shin, John Reel	503-229-6295, 6066	Completed
Environmental Quality	DEQ	Hazardous/Solid Waste	Combining Management of Programs	Continuous Process Improvement	Lissa Druback	541-298-7255 x222	Completed
Environmental Quality	DEQ	Laboratory	Reduce Processing Times - Samples/Data	Continuous Process Improvement	Greg Pettit, John Reel	503-693-5705, 503-229-6066	Completed
Environmental Quality	DEQ	Compliance	Compliance & Enforcement - LEAN Kaizen	License/Permit Streamlining	Jane Hickman, John Reel	503-229-5555, 6066	Completed
Environmental Quality	DEQ	Solid Waste	Beneficial Use of Solid Wastes	Continuous Process Improvement	Loretta Pickerell	503-229-5808	Completed
Environmental Quality	DEQ	Solid Waste	Clear Standards for Composting Facilities	License/Permit Streamlining	Loretta Pickerell	503-229-5808	Completed
Environmental Quality	DEQ	Water Quality	Permit Document Repository	License/Permit Streamlining	Dave Kingsella	503-229-6331	Completed
Fish & Wildlife	ODFW	Hunting	Oregon Hunter Access Map	Information/Training	Dave Budeau, David Lane	503-947-6323, 6013	Completed
Fish & Wildlife	ODFW	Hunting/Fishing	Accessibility Hunting & Fishing Regulations/Information	Information/Training	Shirlene Gonzalez	503-947-6193	Completed
Fish & Wildlife	ODFW	Fish	Fish Transport Permit System	License/Permit Streamlining	Laura Tesler	503-931-3821	Completed
Fish & Wildlife	ODFW	Fish	Fish Propagation License Website	License/Permit Streamlining	Guy Chilton	503-947-6249	Completed
Forestry	ODF	Forest Practices	Alternative Means to Resolve Civil Penalties	Continuous Process Improvement	Dan Postrel	503-945-7420	Completed
Health Licensing	OHLA	Cosmetology	Training in Lieu of Civil Fines for Practitioners	Information/Training	Kraig Bohot	503-373-1939	Completed
Health Licensing	OHLA	Audiology	Eliminate Dual Hearing Aid Dispensing Oversight	License/Permit Streamlining	Kraig Bohot	503-373-1939	Completed
Health Licensing	OHLA	Cosmetology	Discount Drives Increase in Online License Renewals	License/Permit Streamlining	Kraig Bohot	503-373-1939	Completed
Health Licensing	OHLA	Regulatory Operations	Tattoo Artist Event Facility & Temporary Practitioner Permit	License/Permit Streamlining	Kraig Bohot	503-373-1939	Completed
Housing & Community	OHCS	Agency Wide	Implementation of Data Collection System Fiscal Module	Continuous Process Improvement	Leslie Tennes	503-986-2061	Completed
Housing & Community	OHCS	Agency Wide	Master Grant Agreement Streamlining	Continuous Process Improvement	Alan Kramer	503-986-0966	Completed
Housing & Community	OHCS	Agency Wide	Streamlining Financial Performance Data Collection	Continuous Process Improvement	Diana Koppes	503-986-6749	Completed
Housing & Community	OHCS	Consolidated Funding	Streamlining Funding Process	Continuous Process Improvement	Betty Markey	503-986-2116	Completed
Housing & Community	OHCS	Manufactured Homes	Online Merchant Vendor Interface	Continuous Process Improvement	Bill Carpenter	503-986-2128	Completed
Housing & Community	OHCS	Agency Wide	Expanded Electronic Communications	Information/Training	Lisa Joyce	503-986-0951	Completed
Housing & Community	OHCS	Weatherization	Residential Energy Analyst Program Training	Information/Training	Richard Matthews	503-986-2097	Completed
Human Services	DHS	OSSP	Program Alignment Workgroup	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Completed
Human Services	DHS	OSSP	Transmittal Workgroup	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Completed
Human Services	DHS	OSSP	Client Form Elimination	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Completed
Liquor Control	OLCC	Agency Wide	Procurement Streamlining	Continuous Process Improvement	Marleen Longabaugh	503-872-5178	Completed
Liquor Control	OLCC	Agency Wide	Communications via Gov.Delivery	Information/Training	Tom Erwin	503-872-5044	Completed
Lottery	OSL	Retailers	Contractor Security Law & Rule Amendments	Continuous Process Improvement	Mark Hohlt	503-540-1417	Completed
Lottery	OSL	Retailers	Lottery Retailer Contract 2010	Continuous Process Improvement	Mark Hohlt	503-540-1417	Completed
Lottery	OSL	Retailers	Minimum Sales Rule	Continuous Process Improvement	Mark Hohlt	503-540-1417	Completed
Lottery	OSL	Retailers	Smoking Ban Implementation Rules	Information/Training	Mark Hohlt	503-540-1417	Completed
Public Utility Comm.	PUC	Telecomm/Energy	Rule Revisions to Address False ID Disconnections	Continuous Process Improvement	Phil Boyle	503-373-1827	Completed
Public Utility Comm.	PUC	Utilities	New Security Financing Requirements for Utilities	Continuous Process Improvement	Marc Hellman	503-378-6355	Completed
Racing	ORC	Agency Wide	Pre-race Veterinarian Exam Process	Continuous Process Improvement	Randy Evers	971-673-0209	Completed
Racing	ORC	Agency Wide	Training Materials & Resources	Information/Training	Randy Evers	971-673-0209	Completed
Revenue	DOR	E-Filing	Federal/State E-File System Replacement	Continuous Process Improvement	Gary Humphrey	503-945-8661	Completed
Revenue	DOR	Employers	Plain Language Update - Combined Payroll Tax Booklet	Information/Training	JoLene Swint	503-945-8359	Completed

State Agency	Agency Code	Program Area	Project Name	Effort Type (1 of 3 Categories)	Agency Contact Name of Person(s)	Agency Contact Person(s) Phone #	Project Status (1 of 3 Categories)
Revenue	DOR	Personal Tax	Automatic Call Distributor Implementation	Information/Training	Debbie Love-Wagner	503-947-2131	Completed
Revenue	DOR	Public Information	Creation of Oregon Revenue Bulletin	Information/Training	Jason Barbee	503-945-8812	Completed
State Lands	DSL	Removal-Fill	Oregon Rapid Wetland Assessment Protocol	License/Permit Streamlining	Janet Morlan	503-986-5236	Completed
State Lands	DSL	Removal-Fill	Deregulation Voluntary Habitat Restoration Projects	License/Permit Streamlining	Eric Metz	503-986-5266	Completed
Transportation	ODOT	Agency Wide	Consultant Billing Rate Methodology	Continuous Process Improvement	Michelle Remmy	503-986-2819	Completed
Transportation	ODOT	Highway	Electronic Bidding - Highway Construction Projects	Continuous Process Improvement	John Fagan	503-986-2727	Completed
Transportation	ODOT	Motor Carrier	Direct Payment/Automated Clearinghouse - Trucking	Continuous Process Improvement	Ric Listella	503-378-6653	Completed
Transportation	ODOT	Motor Vehicles	Dealer Bonding Requirements	Continuous Process Improvement	Christopher Ratliff	503-945-5283	Completed
Transportation	ODOT	Motor Vehicles	Customer Correspondence - Electronic Transition	Information/Training	Robert Craig Daniels	503-945-5474	Completed
Water Resources	WRD	Groundwater	Deschutes Groundwater Rules	Continuous Process Improvement	Ruben E. Ochoa	503-986-0874	Completed
CONCEPTUAL							CONCEPTUAL
Agriculture	ODA	Pesticides	Pesticide Analytical & Response Center	Information/Training	Dale Mitchell	503-986-4646	Conceptual
Agriculture	ODA	Administrative Services	Online Licensing & Payment Processing	License/Permit Streamlining	Michelle Bemis	503-986-4606	Conceptual
Agriculture	ODA	Natural Resources	Confined Animal Feeding Operation Equivalency with EPA	License/Permit Streamlining	Ray Jandl	503-986-4713	Conceptual
Employment	OED	Unemployment Insur.	State Information Data Exchange System	Continuous Process Improvement	Susan Johnson	503-947-1388	Conceptual
Liquor Control	OLCC	Licensing	Electronic Proof of Licensure	License/Permit Streamlining	Alisa Larsen	503-872-6767	Conceptual
Liquor Control	OLCC	Licensing	Regulatory Application Platform Modernization	License/Permit Streamlining	Linda Ignowski	503-872-5115	Conceptual
Public Utility Comm.	PUC	Utilities	Streamlining Water Utility Regulation	Continuous Process Improvement	Marc Hellman	503-378-6355	Conceptual
Racing	ORC	Agency Wide	Licensing for Totalizer Companies	License/Permit Streamlining	Randy Evers	971-673-0209	Conceptual
Revenue	DOR	E-Filing	E-Filing Option for Code Boundary Change Requests	Continuous Process Improvement	Brett Juul	503-945-8336	Conceptual
Revenue	DOR	E-Filing	E-Filing Option for Industrial & Utility Property Returns	Continuous Process Improvement	Taraleen Elliott	503-945-8253	Conceptual
Water Resources	WRD	Agency Wide	Modernize Newspaper Notice Requirements	Continuous Process Improvement	Brenda Bateman	503-986-0879	Conceptual
Water Resources	WRD	Water Rights	Transition to Electronic Transactions	License/Permit Streamlining	Brenda Bateman	503-986-0879	Conceptual
UNDERWAY							UNDERWAY
Administrative Services	DAS	Agency Wide	Wall-2-Wall Agency Transformation Initiative	Continuous Process Improvement	David Almond	(503) 378-3202	Underway
Agriculture	ODA	Agriculture Development	Building the Farm to School Program	Continuous Process Improvement	Michelle Markesteyn-Ratcliffe	503-872-6600	Underway
Agriculture	ODA	Agriculture Development	Oregon Agricultural Certification Database Development	Continuous Process Improvement	Karla Valness	503-872-6600	Underway
Agriculture	ODA	Measurement Standards	On-line Consumer Complaints & Placed in Service Reports	Continuous Process Improvement	Jason Barber	503-986-4767	Underway
Agriculture	ODA	Pesticides	Water Quality Pesticide Management Team	Continuous Process Improvement	Steve Riley	503-986-6485	Underway
Agriculture	ODA	Pesticides	Electronic Pesticide Certification Exams	Information/Training	Janet Fults	503-986-4652	Underway
Agriculture	ODA	Plant	Umatilla County Control Area	Information/Training	Dan Hilburn	503-986-4663	Underway
Business Oregon	OBDD	Infrastructure Finance	Funding Programs - LEAN Process Assessment	Continuous Process Improvement	Lynn Schoessler	503-986-0158	Underway
Construction Contractors	CCB	Information Technology	Dispute Resolution System Complaint Fee Payment	Continuous Process Improvement	Cathy Dixon	503-378-4621 X4077	Underway
Construction Contractors	CCB	Education	On-line Continuing Education Courses for Contractors	Information/Training	Cathy Dixon	503-378-4621 X4077	Underway
Construction Contractors	CCB	Information Technology	Locksmith License Renewals	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Underway
Construction Contractors	CCB	Information Technology	Locksmith License Information Updates	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Underway
Construction Contractors	CCB	Information Technology	Construction Contractor License Renewals	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Underway
Construction Contractors	CCB	Information Technology	Lead Base Paint Renovation Contractor License Renewals	License/Permit Streamlining	Cathy Dixon	503-378-4621 X4077	Underway
Consumer & Business	DCBS	Insurance	iReg System - Insurance Tax Reporting	Continuous Process Improvement	Lynette Hadley	503-947-7046	Underway
Consumer & Business	DCBS	Insurance	Electronic System-Insurance Complaints	Continuous Process Improvement	Ron Fredrickson	503-947-7277	Underway
Consumer & Business	DCBS	Workers Comp.	Electronic Reporting of Medical Data	Continuous Process Improvement	Kevin Willingham	503-934-6013	Underway
Consumer & Business	DCBS	Workers Comp.	Board Electronic Transcripts	Continuous Process Improvement	Terry Taylor	503-934-0126	Underway
Consumer & Business	DCBS	Agency Wide	Online Training & Meetings	Information/Training	Lisa Morawski	503-947-7897	Underway
Consumer & Business	DCBS	Building Codes	Construction E-permits	License/Permit Streamlining	Patrick Allen	503-378-2872	Underway
Consumer & Business	DCBS	Building Codes	Elevator & Boiler E-permits	License/Permit Streamlining	Celina Patterson	503-373-0855	Underway
Consumer & Business	DCBS	Finance/Corporate	Nationwide Mortgage Lending System	License/Permit Streamlining	Kirsten Anderson	503-947-7478	Underway
Consumer & Business	DCBS	Insurance	Insurance License Renewals	License/Permit Streamlining	Jim Thompson	503-947-7247	Underway
Employment	OED	Child Care	Integration of Database Systems	Continuous Process Improvement	Kara Waddell	503-947-1409	Underway
Employment	OED	General	Interagency Compliance Network	Information/Training	Rob Edwards	503-947-1696	Underway
Employment	OED	Unemployment Insur.	Internet-based Reporting - Unemployment Insurance Taxes	Continuous Process Improvement	Rob Edwards	503-947-1696	Underway
Energy	ODOE	Agency Wide	Alignment of Financing & Incentive Programs	Continuous Process Improvement	Anthony Buckley	503-373-7400	Underway
Energy	ODOE	Residential	Streamlining of Residential Energy Tax Credit Program	Continuous Process Improvement	Jim Denno	503-378-2856	Underway
Energy	ODOE	Schools	Streamlining of Schools Interactive Database Functions	Continuous Process Improvement	Jim Denno	503-378-2856	Underway
Environmental Quality	DEQ	Agency Wide	Rulemaking - LEAN Kaizen	Continuous Process Improvement	Maggie Vandehey, John Reel	503-229-6878, 6066	Underway
Environmental Quality	DEQ	Agency Wide	Records Management - LEAN Kaizen	Continuous Process Improvement	Ella Crumble, John Reel	503-229-5559, 6066	Underway
Environmental Quality	DEQ	Hazardous/Solid Waste	Inspection Process - LEAN Kaizen	Continuous Process Improvement	Audrey O'Brien, John Reel	503-229-5072, 6066	Underway
Environmental Quality	DEQ	Air Quality	Combined Inspections - Underground Storage Tanks & Air Quality	Continuous Process Improvement	Margaret Oliphant	503-229-5687	Underway
Environmental Quality	DEQ	Air Quality	Streamlining Greenhouse Gas Reporting for Permittees	License/Permit Streamlining	Margaret Oliphant	503-229-5687	Underway
Environmental Quality	DEQ	Air Quality	Streamlining Work with Permittees	License/Permit Streamlining	Mark Bailey	541-633-2017	Underway
Environmental Quality	DEQ	Air Quality	Integration of Federal Low Emission Vehicle Rules	Continuous Process Improvement	Margaret Oliphant	503-229-5687	Underway
Environmental Quality	DEQ	Compliance	Compliance - LEAN Kaizen	License/Permit Streamlining	David Belyea, John Reel	541-687-7340, 503-229-6066	Underway
Fish & Wildlife	ODFW	Hunting	Online Registration System - Hunter Ed./Mentored Youth	Information/Training	Roger Furman	503-947-6010	Underway
Fish & Wildlife	ODFW	Invasive Species	Invasive Species Prevention Permit Partnership	License/Permit Streamlining	Rick Boatner	503-947-6308	Underway
Fish & Wildlife	ODFW	Fish	Streamlining Scientific Take Permit Process	License/Permit Streamlining	Joy Vaughan	503-947-6254	Underway

State Agency	Agency Code	Program Area	Project Name	Effort Type (1 of 3 Categories)	Agency Contact Name of Person(s)	Agency Contact Person(s) Phone #	Project Status (1 of 3 Categories)
Forestry	ODF	Forest Practices	Forest Stewardship & Safe Harbor Agreements	Continuous Process Improvement	Dan Postrel	503-945-7420	Underway
Forestry	ODF	Urban/Wildland	Efficiency Measures - Wildfire Protection for Homes	Information/Training	Dan Postrel	503-945-7420	Underway
Housing & Community	OHCS	Housing	Streamlining Housing Compliance Visits	Continuous Process Improvement	Diana Koppes	503-986-6749	Underway
Human Services	DHS	Agency Wide	Transformation Initiative	Continuous Process Improvement	Trisha Baxter	503-945-7788	Underway
Human Services	DHS	Behavioral Rehab.	DHS-Oregon Youth Authority Efficiencies Workgroup	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Underway
Human Services	DHS	Residential Treatment	Incident Review Procedures - Psychiatric Resid. Treatment Facilities	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Underway
Human Services	DHS	Children & Families	Child Welfare & Self Sufficiency Processes Streamlining	Continuous Process Improvement	Jeremy Emerson	503-269-0909	Underway
Land Use	DLCD	Periodic Review	Process Improvement-Review of Local Comprehensive Plans	Continuous Process Improvement	Jim Rue	503-373-0050	Underway
Liquor Control	OLCC	Agency Wide	Administrative Rules Simplification	Information/Training	Judith Bracanovich	503-872-5108	Underway
Liquor Control	OLCC	Licensing	Innovation of Licensing Process	License/Permit Streamlining	Linda Ignowski	503-872-5115	Underway
Lottery	OSL	Retailers	Interagency Compliance Network	Continuous Process Improvement	Ken Brenneman	503-540-1022	Underway
Lottery	OSL	Retailers	Lottery Retailer Transactional Accounting	Continuous Process Improvement	Tim Eaton	503-540-1101	Underway
Lottery	OSL	Retailers	Smart Count Retail Operations Process	Continuous Process Improvement	Tim Eaton	503-540-1101	Underway
Lottery	OSL	Retailers	Plain Language Implementation - Rules & Contracts	Information/Training	Mark Hohlt	503-540-1417	Underway
Lottery	OSL	Retailers	Retailer Website	Information/Training	Tim Eaton	503-540-1101	Underway
Lottery	OSL	Retailers	Traditional Retailer Application Streamlining	License/Permit Streamlining	Marcia Hutchins	503-540-1024	Underway
Lottery	OSL	Retailers	New Retailer Management System	License/Permit Streamlining	Marcia Hutchins	503-540-1024	Underway
Public Utility Comm.	PUC	Telecommunications	Oregon Universal Service Fund Online System	Continuous Process Improvement	Roger White	503-378-6371	Underway
Public Utility Comm.	PUC	Telecommunications	Telecommunications Program Streamlining	Continuous Process Improvement	Jon Cray	503-373-1400	Underway
Public Utility Comm.	PUC	Utilities	Standardizing Purchased Gas Adjustment Filings	Continuous Process Improvement	Lori Koho	503-378-8225	Underway
Real Estate	REA	Agency Wide	On-Line Real Estate Newsletter & Reference Guide	Information/Training	Laurie Skillman	503-378-4630	Underway
Real Estate	REA	Agency Wide	Assoc. Real Estate License Law Officials Timeshare Registry	License/Permit Streamlining	Laurie Skillman	503-378-4630	Underway
Real Estate	REA	Agency Wide	New Real Estate Licensing System	License/Permit Streamlining	Laurie Skillman	503-378-4630	Underway
Revenue	DOR	Property Tax	Food Processor Property Tax Exemption Verification	Continuous Process Improvement	Merri Seaton	503-302-9004	Underway
Revenue	DOR	Central Business Registry	Upgrade to Central Business Registry	Information/Training	Kim Linscheid	503-798-7829	Underway
Revenue	DOR	County Assess. & Tax.	Alternative On-line Training Option	Information/Training	Mike Vaughn	503-945-8648	Underway
Revenue	DOR	County Assess. & Tax.	GovSpace Stakeholders Forum	Information/Training	Colleen Tarr	503-945-8277	Underway
Revenue	DOR	Employers	Interagency Compliance Network - Contractor Classification	Information/Training	John Galvin	503-779-6817	Underway
Revenue	DOR	Public Information	Tax Amnesty Program	Information/Training	Gary Humphrey	503-945-8661	Underway
State Lands	DSL	Oregon Plan	Participation in Oregon Plan for Salmon/Watersheds	Continuous Process Improvement	Lori Warner-Dickason	503-986-5271	Underway
State Lands	DSL	Unclaimed Property	Owner Outreach	Information/Training	Patrick Tate	503-986-5248	Underway
State Lands	DSL	Removal-Fill	E-Permitting	License/Permit Streamlining	Bill Ryan	503-986-5259	Underway
State Lands	DSL	Removal-Fill	General Permit Program	License/Permit Streamlining	Eric Metz	503-986-5266	Underway
State Lands	DSL	Removal-Fill	Notice Based Permitting	License/Permit Streamlining	Eric Metz	503-986-5266	Underway
State Lands	DSL	Removal-Fill	Permit Guidance Manual	License/Permit Streamlining	Lori Warner-Dickason	503-986-5271	Underway
Transportation	ODOT	Agency Wide	Public Records Request Process	Continuous Process Improvement	Lisa Martinez	503-986-3273	Underway
Transportation	ODOT	Motor Carrier	Truck Road Use Electronics (TRUE) Pilot	Continuous Process Improvement	James Whitty, Gina Salang	503-986-4282, 373-1289	Underway
Transportation	ODOT	Local Government	Pre-application Meetings - Highway Approaches	Information/Training	David Boyd	541-388-6182	Underway
Water Resources	WRD	Exempt Wells	Internet Based Application & Mapping Tool	Information/Training	Dorothy Mortenson	503-986-0857	Underway
Water Resources	WRD	Groundwater	Application Review Streamlining	License/Permit Streamlining	Doug Woodcock	503-986-0847	Underway
Water Resources	WRD	Water Rights	Water Right Certification	License/Permit Streamlining	Dwight French	503-986-0819	Underway
Water Resources	WRD	Water Rights	Water Right Transfers	License/Permit Streamlining	Dorothy Pedersen	503-986-0890	Underway

The information contained in this spreadsheet was derived from project reports submitted to the Governor's ERT Office in summer 2010. See individual project reports for additional details.



State of Oregon
Economic Revitalization Team