

Economic Revitalization Team 2005-07 Work Plan

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.

Background

The 72nd Oregon Legislative Assembly through House Bill 2011 (Ch. 800 OR Laws 2003), asked Governor Kulongoski to establish the Economic Revitalization Team (ERT) to help grow Oregon's economy and focus state agencies on customer service, partnership and results.

The ERT provides coordinated state assistance to local government and businesses on high priority economic and community development projects and statewide initiatives such as the Governor's 'shovel ready' initiative aimed at increasing the supply and marketability of the state's industrial land supply. ERT assistance can include:

- Serving as Governor's Office ombudsmen¹ to local governments and businesses
- Expediting and streamlining state agency permitting processes
- Coordinating and leveraging state technical and financial assistance
- Improving local access to state services and resources

Guiding Principles

Governor Kulongoski's "Principles for a Prosperous Oregon" guide ERT actions. The following three principles are of particular importance to the ERT:

- **Economy** - Oregon has a positive business climate and invests in economic development in order to create and retain sustainable businesses and family-wage jobs.
- **Livability** - Oregon has a healthy balance between growth, infrastructure development and environmental protection.
- **Accountability** - State government is stable, responsive and accountable to Oregonians.

ERT Organizational Framework

The ERT is a seven-member team within the Governor's Office and a collaborative, customer-service oriented and outcome-based approach to economic and community development. The ERT's five regional coordinators, located throughout the state² and two staff in Salem report to the Governor's Intergovernmental Relations.

¹An ombudsperson is defined as someone who investigates and acts as a facilitator of an issue or problem between citizen/local government.

² ERT regional coordinators are located in Milton-Freewater, Madras, Central Point, Salem, and Beaverton.

To ensure the success of high priority local economic and community development projects, the five ERT regional coordinators work with local government partners to clarify issues. They also convene state agencies, and federal agency representatives as appropriate, to facilitate issue resolution and identify how public resources can be used to address local issues.

The state agency directors³ referred to in HB 2011 as the “regulatory efficiency group” help achieve the ERT mission by coordinating policies and programs, streamlining permitting processes and focusing state resources toward activities that improve Oregon’s economy, livability and state agency service delivery.

To implement the ERT approach to economic and community development the state agency directors have organized state agency field staff into nine multi-agency, regional teams. These multi-agency teams work with the ERT coordinators on providing coordinated assistance, resources and activities to local government and businesses.

Goals for 2005-07

To fulfill its mission the ERT will focus on the following key goals to:

1. **Increase the state’s immediate and long-term industrial land supply.**
2. **Improve state agency coordination among state agency staff and programs on economic and community development**
3. **Expedite and streamline state permitting processes.**
4. **Enhance coordination on economic and community development between state and local government.**

The attached work plan outlines in more detail how these goals are to be achieved.

³ The “regulatory efficiency group” is composed of the following eight state agency directors: Oregon Economic and Community Development Department (OECDD), Oregon Department of Transportation (ODOT), the Department of Land Conservation and Development (DLCD), the Department of Environmental Quality (DEQ), the Department of State Lands (DSL), the Oregon Department of Agriculture (ODA), Oregon Housing and Community Services (OHCS) and the Department of Consumer and Business Services (DCBS).

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Issue	Resolution	Deliverable
<p>1. The Governor’s Industrial Lands Task Force Report (October 2003) concluded that there is a critical shortage of large, ready to develop industrial sites in key areas of the state for both immediate and long-term needs.</p>	<p>ERT will continue to focus state agency resources on readying the remaining “opportunity sites” identified by the Industrial Lands Advisory Committee in December 2003 for development (HB 2011).</p>	<p>1A. Performance Measure: % of “opportunity” sites certified as project ready.</p> <p>Accomplishment: As of November 2005, 15 of the 25 sites have been certified as project ready</p>
	<p>The ERT will facilitate state agency coordination on readying industrial sites which have regional or statewide significance for “project ready” certification.</p>	<p>1B. Performance measure (shared by ERT, OECDD and DLCD) – “Number of new industrial sites/acres certified as project ready.”</p> <p>Accomplishment: As of November 2005, 36 industrial sites have been certified as project ready</p>
	<p>In November 2004 the state agency directors approved implementation strategies for three of the recommendations contained in the Governor’s Industrial Lands Task Force Report. The strategies direct ERT, OECDD and DLCD to work with key communities to resolve industrial land supply issues and assist with permitting.</p>	<p>1C. ERT coordinators and regional teams will identify key communities in their regions that have industrial land supply issues by November 2005. Progress on resolving issues will be included in report to Legislature due January 30, 2007.</p>
	<p>The directors approved an Industrial Brownfield Redevelopment Strategy in April 2004. Developed jointly by DEQ and OECDD this strategy focuses the ERT, the regional teams and local government on identifying industrial sites with redevelopment potential.</p>	<p>1D. OECDD maintains a list of industrial brownfield sites identified by local government & property owners for redevelopment. When requested, DEQ and OECDD will assist with coordinating funding, technical assistance, assessments and/or clean up of these sites. In addition, OECDD will take the lead in researching the demand for a state environmental insurance program to provide incentives for redevelopment of existing industrial lands during 2006.</p>
	<p>The local Goal 9 (Economic Development) planning process, which includes an economic opportunities analysis, is how local governments maintain a pipeline of marketable industrial and other employment lands for both short and long-term needs. Participation and input by state and local economic development professionals in this process results in more effective planning products and better land inventories.</p>	<p>1E. DLCD in coordination with the ERT and OECDD will develop protocols for state agency participation/coordination in local and regional economic opportunities analyses by January 2006.</p>

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Issue	Resolution	Deliverable
2. Small, rural communities often lack the local capacity to effectively address economic and community development issues.	ERT coordinator and the regional teams will assist local communities with clarifying issues as well as identifying and coordinating state agency technical and financial assistance to resolve issues on high priority local economic and community development projects.	2A. Performance measure: % of local participants who rank the ERT process as very good to excellent on Customer Service Survey Accomplishment: 87% of the 2004 survey respondents ranked the ERT process as very good to excellent.
	HB 3310 (2005) relieves most cities smaller than 10,000 population from the requirement to update their comprehensive land use plans on a defined schedule. The bill allows these cities to complete a streamlined periodic review, in coordination with ERT and the regional teams, to address specific economic development needs and opportunities.	2B. DLCD will track the number and needs of cities that request and that enter into a streamlined periodic review process in coordination with ERT and the outcomes of each.
3. A fragmented, reactive, and solely regulatory approach does not address the interconnected issues facing local communities and businesses. It also does not allow for a timely response.	The ERT coordinators will elevate policy issues and process improvements to the state agency directors and the Office of Regulatory Streamlining for resolution.	3A. Resolution to policy issues and process improvements will be included in ERT report to Legislature due January 30, 2007.
	The Office of Regulatory Streamlining will work with the ERT and state agencies to identify systems and processes which, as currently designed, impose barriers or delays that do not contribute to public protection.	3B. Projects to be selected, but should number 3-5 over the course of the biennium.
	DSL, DEQ, DWR, ODFW, DOGAMI, DLCD, and the Office of Regulatory Streamlining are engaged in a process improvement effort to better coordinate state programs for permitting development projects affecting Oregon's water resources and provide a higher level of customer service.	3C. Process improvement recommendations were announced in May 2005. A process implementation team has begun executing recommendations during the 2005-07 interim.
4. When a governmental process delays a project, businesses often don't distinguish between local, state or federal government.	State agencies are engaging in a variety of staff training efforts to improve the level of customer service.	4A. In addition to the standard "customer service survey" that each agency is required to conduct, three of the ERT agencies will develop a common "quality of service" measure to evaluate the impact of the ERT approach on customer service.
	The ERT will continue to help staff the Community Development Forum. The Forum is composed of representatives from the Governor's Office, LOC, AOC, Ports and Special Districts and the state agency directors.	4B. The members of the Forum will prepare a shared legislative agenda on economic and community development for the 2007 Legislative Session.
	ERT coordinators, regional teams and state agency directors will conduct outreach visits to local communities and regions to better understand local issues and provide coordinated state assistance on high priority economic and community development projects.	4C. ERT coordinators will conduct a least five outreach visits a month. Regional teams will hold meetings in communities throughout their region as needed. State agency directors will visit each of the 5 ERT regions during the 2005-07 interim.