



JOINT ELECTED OFFICIALS MEETING

City of Eugene • City of Springfield • Lane County

September 14, 2009
Noon to 1:30 pm

Springfield City Hall
Library Conference Room
225 5th Street, Springfield
[Directions & Parking Information on Reverse]

12:00 - 1:30 pm

I. Economic Development Report

Jon Ruiz / Gino Grimaldi / Jeff Spartz

Action Requested: Move to 1) approve the economic development strategies presented in the AIS and 2) direct the Joint Elected Officials' Economic Development Task Force and staff to hold an Economic Summit in October.

II. Metro Plan Work Plan Report

City Managers / County Administrator / Planning Directors

Action Requested: None. Discussion only.

III. Cooperative Services Report Feedback

City Managers / Fire Chiefs

Action Requested: None. Discussion only.

SPRINGFIELD LIBRARY MEETING ROOM

The Library Meeting Room is located adjacent to the Library inside City Hall on the second floor.

Location is wheelchair accessible (WCA). American Sign Language (ASL) interpretation is available with 48 hours notice.

LCOG Main Office: 859 Willamette, Suite 500, Eugene, Oregon 97401
Phone: (541) 682-4283 • Fax: (541) 682-4099 • TTY: (541) 682-4567

If you enter City Hall at 5th and A, you will enter by the Library. Continue past the Library entrance. Turn right just past the Library and you will be looking at the Library Meeting Room.

If you enter from the East Entrance, go through the lobby. The Library Meeting Room is off to the left before you reach the Library.

PARKING AROUND SPRINGFIELD CITY HALL

There is free two hour parking beneath City Hall, next to the Museum at 6th and Main. There is also free two hour parking along Main St. and most streets surrounding City Hall.

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JOINT ELECTED OFFICIALS AGENDA ITEM SUMMARY



Regional Economic Development

Meeting Date: September 14, 2009
Department: Planning and Development
www.ci.eugene.or.us

Agenda Item Number: [Agenda Item Number]
Staff Contact: Jon Ruiz, Gino Grimaldi, Jeff Spartz
Contact Telephone Number: 682-5336

ISSUE STATEMENT

At the June Joint Elected Officials (JEO) meeting, members approved the framework for a regional economic development plan that will better position our regional economy to take advantage of economic opportunities that align with our area's assets and values. The JEO Economic Development sub-committee (ED Task Force) that was formed to oversee the development of this plan has worked with the Technical Advisory Group (TAG), a group composed of key stakeholders in our regional economy, to develop economic development strategies that will help define the next economy for our region. The ED Task Force recommends that the JEO approve the economic development strategies outlined below to ensure continued and timely progress on creating a regional economic development plan.

BACKGROUND

The citizens of the Eugene-Springfield metro area have felt the burden of the financial crisis more so than in other counties and other states. The decline in local jobs, coupled with an increased demand for social services, is putting a strain on city, county and state programs. The Eugene-Springfield metro area unemployment rate in July 2009 was 12.5%, a 6 percentage point increase over the last year, which is slightly higher than the state unemployment rate of 11.9%. The decline in the availability of local jobs has put increased pressure on social services. The number of cases in the federal Temporary Assistance for Needy Families program for our local district has increased 18.5 percentage points over the past year. The number of applications for low-income housing in Lane County in 2008 increased 13 percentage points compared to the previous year. These programs are indicative that the economic crisis has significantly impacted our local economy and that the need for a regional, long-term plan is present.

At the March Joint Elected Officials (JEO) meeting, members expressed interest in holding a *Regional Economic Summit* to coordinate a collaborative response to the current situation and formed a sub-committee (ED Task Force) for this purpose. At the June JEO meeting, the framework for the development of a regional economic development plan was approved. The framework for designing our next economy included the creation of a Technical Advisory Group (TAG) that is composed of key stakeholders in our regional economy. (Please see attachment A for the member list of the TAG). The TAG developed a list of strategies and tactics that they feel the region should strategically focus on to best influence the economic development of our region.

The TAG developed the economic development strategies with the following JEO approved goals and principles as guidance:

Goal: By 2020, create 20,000 net new jobs in the chosen economic opportunity areas; reduce the local area unemployment rate to, or below, the state average; and increase the average annual wage to, or above, the state level.

Principles: The principles that will guide the development of our next economy were discussed at length by the ED Task Force.

Healthy Living – Championing businesses and entrepreneurs that promote a healthy, safe, and clean community while enhancing, protecting, and making wise use of our natural resources.

Smart Growth – Encourage a culture of entrepreneurship and re-investment into our local community.

Be Prepared – Develop the region’s physical, social, educational, and workforce infrastructure to meet the needs of tomorrow.

Local Independence – Promote local businesses and entrepreneurs that lead our area to a higher level of economic independence and resilience.

Regional Identity – Create a stronger economic personality that celebrates our region’s attributes and values.

The following strategies developed by the TAG establish a vision for how the governments, businesses, and community members can work together to help the Eugene-Springfield metro area achieve economic sustainability. They establish a framework for decision-making for community partners within Eugene, Springfield and Lane County.

1. Business Retention and Expansion

Support the Growth and Development of Existing Area Businesses to Achieve Quality Job Creation. We recognize the crucial role existing area businesses play in sustaining the health of the local economy and in creating job opportunities. Efforts should be directed at supporting the operating needs of local businesses as well as meeting their needs for expansion and growth.

Tactic 1: Coordinate public capital and finance networks within the region to facilitate business access to needed funding for continued operation and growth.

Tactic 2: Develop or strengthen peer-to-peer support networks for businesses of any type (start-up, existing, large, small, etc) for communicating regional information on financing, physical development, locating, hiring, recruiting, training.

Tactic 3: Assist businesses with site development or expansion through coordinated multi-agency review of development permits. Develop methods and policies to streamline the permitting process.

2. Entrepreneurial Infrastructure

Accelerate the Development of Entrepreneurial Infrastructure. (Defined as those facilities and services present within our region which encourage the creation of new ventures, and the growth and development of small- and medium- sized enterprises).

- Tactic 1:** Increase the amount of investment capital in our region by leveraging such groups as the Willamette Angel Conference (WAC), the Southern Willamette Angel Network (formerly Lane Venture Forum), the Oregon Entrepreneurs Network (OEN), and the investor relations programs led by the Eugene Area Chamber of Commerce.
- Tactic 2:** Expand the partnership with University of Oregon and Oregon State University in bringing new technologies and innovations to market.
- Tactic 3:** Improve the region's deal flow for investors by accelerating start-ups that are growth-ready, and providing educational opportunities for entrepreneurs to increase their skills.

3. Workforce Development

- A. Train, attract and maintain a competitive workforce to meet the region's current and emerging industry needs and stimulate business development.** Foster a dynamic partnership of education, industry, and workforce development to forecast, assess and meet the training needs of existing and developing businesses.

- Tactic 1:** Partner with local educational systems to enhance and align services to prepare local residents with work readiness skills, including basic math and literacy skills, necessary for success in all occupations.
- Tactic 2:** Convene industry-interests panels to design and evaluate curricula to ensure that local training programs meet industry needs.
- Tactic 3:** Continue to build a culture that values learning, an entrepreneurial spirit, acceptance and diversity, and creativity to continue to attract entrepreneurial and innovative talent to our region.

- B. Increase the ready workforce in Lane County by expanding access to academic and occupational training for all Lane County residents, particularly lower-skilled and lower-wage workers.** We recognize the importance of a skilled workforce for the prosperity of the region.

- Tactic 1:** Connect basic skills training programs (e.g. G.E.D. preparation and English as a Second Language) to post-secondary certificate or degree programs.
- Tactic 2:** Partner with industry and education to encourage investment in training opportunities for young people, such as internships and work experience opportunities.
- Tactic 3:** Support the local recognition of Career Readiness Certificates, a state-wide testing and credentialing initiative to enhance workforce readiness.

4. Land and Physical Infrastructure

- Prepare for the Land and Physical Infrastructure, in a timely fashion, that is necessary to support Business Development and Stimulate Quality Job Creation.** Strengthen the coordination between infrastructure, planning and investments, land use, and economic development goals.

- Tactic 1:** Inventory and evaluate underdeveloped space in an effort to assist business re-locations in a timely fashion.
- Tactic 2:** Integrate opportunistic economic development goals into land use and supply analyses and policies.

Tactic 3: Promote and build on the Region's transportation, distribution and logistics advantages.

Tactic 4: Continue to work with property and business owners to expand, upgrade and construct state-of-the-art facilities.

Tactic 5: Streamline the regulatory processes to assist with site selection and development.

5. Economic Identity

Promote Awareness and Advocacy for the Region's economic quality of life that continues to support and attract the investment and innovative and entrepreneurial talent and builds on our dynamic and diverse economic community.

Tactic 1: Partner with local business and economic development organizations to develop and implement an on-going public relations campaign that will promote the Region's economic identity and successes, both internally and externally.

Tactic 2: Promote the Region's strong willingness and ability to mentor and coach entrepreneurs and businesses, and recognize the successes that grow from within this network.

Tactic 3: Promote and Celebrate the Region's creative people who find success elsewhere and find bridges for them to contribute back to our community.

Tactic 4: Promote the region's natural and cultural resources to enhance the cultural tourism within the region.

6. Targeted Industries

A. Continue to support the development of our wealth generating sectors that have built a strong economic foundation for our community and have complemented our region's quality of life, such as:

- Transportation/Manufacturing
- Wood Manufacturing
- Health Care
- Construction

B. Support development and growth in successful and emerging opportunity areas within the local economy:

- Health/Wellness
- Advanced Manufacturing (technologically rich, innovative manufacturing)
- Software
- CleanTech/Renewable Energy
- Biomedical
- University of Oregon / Research & Development Institutions

Tactic 1: Identify strategies to address unique site and logistical needs of existing and emerging industries.

Tactic 2: Develop associations or networks among targeted cluster businesses for innovative networking, information-sharing and to provide opportunities for business growth.

Tactic 3: Pursue opportunities to expand and recruit businesses, ideas, and entrepreneurs into our region that can enhance our existing businesses and community.

The next step in the development of our regional economic development plan is the holding of an Economic Summit. The goal for the Economic Summit is to gather input on the tactics, or action items, for each approved economic development strategy, that will provide a framework for decision-making for our community partners. Following the Economic Summit, elected officials and others will a) review the input and refine the regional plan or b) ratify the regional plan and initiate implementation to build our next economy.

JEO OPTIONS

Option 1: Approve the economic development strategies as described in this AIS and have the ED Task Force and Technical Advisory Group hold an Economic Summit in October.

Option 2: Modify the economic development strategies and have the ED Task Force and Technical Advisory Group hold an Economic Summit in October.

Options 3: Decline approving any of the economic development strategies and provide new direction for the ED Task Force.

JEO ECONOMIC DEVELOPMENT TASK FORCE'S RECOMMENDATION

The ED Task Force recommends option one, which will approve the economic development strategies that create the outline of a regional economic development plan to design our area's next economy and have the ED Task Force and Technical Advisory Group hold an Economic Summit in October.

SUGGESTED MOTION

Move to 1) approve the economic development strategies presented in the AIS and 2) direct the Joint Elected Officials' Economic Development Task Force and staff to hold an Economic Summit in October.

ATTACHMENTS

A. Technical Advisory Group Member List

FOR MORE INFORMATION

Staff Contact: Jon Ruiz
Telephone: 682-5336
Staff E-Mail: jon.r.ruiz@ci.eugene.or.us

Staff Contact: Gino Grimaldi
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Staff Contact: Jeff Spartz
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Staff E-Mail: jeff.spartz@co.lane.or.us

Attachment A

**Regional Economic Development
Technical Advisory Group**

Dave Hauser, Eugene Chamber of Commerce
Caroline Cummings, Eugene Chamber of Commerce
Dan Egan, Springfield Chamber of Commerce
Natasha Boska, Springfield Chamber of Commerce
Jack Roberts, Lane Metro Partnership
Tim Duy, University of Oregon
Shawn Winkler-Rios, E-Dev
Sue Kesey, Springfield Creamery
Nancy Bigley, Outback Steakhouse
Ann Marie Mehlum, Summit Bank
Chuck Forster, Lane Workforce Partnership
Robin Onaclea, Lane Workforce Partnership
Leroy Marney, Laborers Local 121
Jon Ruiz, City Manager, Eugene
Gino Grimaldi, City Manager, Springfield
Jeff Spartz, Lane County Administrator

JOINT ELECTED OFFICIALS AGENDA ITEM SUMMARY

Metro Plan Work Plan Report

Meeting Date: September 14, 2009

Agenda Item Number: 2

Contact: Greg Mott, Lisa Gardner, Kent Howe

ISSUE STATEMENT

On June 1, 2009 the Joint Elected Officials (JEO) directed staff from Eugene, Springfield and Lane County to develop a Metro Plan update work program, including timeline, cost estimates and implications for specific changes to the Metro Plan as recommended by a JEO subcommittee and as further supplemented by recommendations from each jurisdiction. The list from the JEO subcommittee included the following subjects:

- a. Overarching policies that identify and address regional issues.
- b. Policies that allow for individual refinement plans for Eugene and Springfield to address jurisdiction-specific issues.
- c. Adjustments to the Metro Plan boundary and text to address jurisdictional specific issues arising in the urbanizable areas and the area outside the urban growth boundary.
- d. A dispute resolution process that reflects the changes described in a-c.

Subsequent to the June 1 JEO meeting, staff from Springfield, Lane County and Eugene met with their respective elected officials to determine if additional issues should be included in the work program. The Springfield City Council had no additional issues to add when this question was discussed during a July 13, 2009 work session; the Lane County Board of Commissioners added no additional issues when the matter was brought forward during an August 26, 2009 regular meeting of the Board; and the Eugene City Council met on September 9, 2009, too late to be included in this memorandum so the outcome of that work session will be presented during the JEO meeting.

Based on these final instructions from the elected officials, staff will develop a work program, including identifying the text of the Metro Plan that will be included in the analysis; evaluating if any of this work can be merged into the ongoing HB 3337 or TransPlan update work tasks; and determining what other implications to the Metro Plan may result from the changes brought about by this assignment.

Staff will present the draft work plan to the JEO on December 7, 2009.

FOR MORE INFORMATION

Staff Contact: Greg Mott
Telephone: 726-3774
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Staff Contact: Lisa Gardner
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Staff E-Mail: lisa.a.gardner@ci.eugene.or.us

Staff Contact: Kent Howe
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Staff E-Mail: Kent.Howe@co.lane.or.us

JOINT ELECTED OFFICIALS AGENDA ITEM SUMMARY

Cooperative Services Report Feedback

Meeting Date: September 14, 2009

Agenda Item Number: 3

Contact: Chief Dennis Murphy, Chief Randy Groves

ISSUE STATEMENT

The cities of Eugene and Springfield participated in a joint consultant study to determine the feasibility of various types of fire and EMS cooperative services up to and including merger. Staff is seeking feedback from Councils on the ESCI report and recommended options.

DISCUSSION

Eugene Fire & EMS and Springfield Fire & Life Safety have invested in several joint programs which have proved mutually beneficial. The latest success, known as the Three Battalion System has resulted in improved effectiveness for both agencies. In March of 2009 Emergency Services Consulting International (ESCI) was hired to determine the feasibility of a range of cooperative service opportunities from collaboration and consolidation through full integration (merger).

The study results were presented to the joint City Councils of Eugene and Springfield on July 21, 2009. Councils have been given time to review the consultant's report and potential opportunities to improve efficiency and effectiveness in fire and EMS services.

Staff is seeking feedback from Councils on the recommended options put forth in the study.

ATTACHMENTS

1. Consultant's Executive Summary of Report

FOR MORE INFORMATION

Staff Contact: Chief Dennis Murphy
Telephone: 726-2292
Staff E-Mail: dmurphy@ci.springfield.or.us

Staff Contact: Jana Sorenson
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Staff E-Mail: jsorenson@ci.springfield.or.us

Staff Contact: Chief Randy Groves
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Staff E-Mail: randy.b.groves@ci.eugene.or.us



Emergency Services
Consulting *International*

Executive Summary

The executive summary provides an overview of the Eugene Fire & EMS and Springfield Fire and Life Safety. The purpose of this executive summary is to abridge the document's key points, save the reader time, and serve as an organizer for the reader.

Purpose and Report Conventions

The project was initiated on March 17 and 18, 2009. ESCI's (Emergency Services Consulting International) met with the Eugene/Springfield project managers to develop and approve an action plan for the Cooperative Services – Feasibility Study.

ESCI recognizes that information, by its very nature, is often incomplete as it changes from moment to moment. Efforts were made to compile data that was complete, comprehensive, and accurate. The information gathering process included data collection, interviews, and research.

ESCI would like to thank Fire Chief Randy Groves and Fire Chief Dennis Murphy and their staffs for their able guidance and assistance.

Critical Issues and Challenges

ESCI's observations are compiled into four groupings, vital issues, challenges and concerns, opportunities and current successes, and benefits. Vital issues are those essential to one or both cities; any one which might be a deal breaker of future cooperative efforts. Challenges and concerns would not necessarily thwart efforts, but could present an impediment or roadblock to mutual programming and collaboration. While these groupings harbinger warnings to halt or slow organizational changes, there were as many inputs ascribing potential benefits and successful enterprises already established.



Emergency Services
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The three battalion concept was frequently mentioned first when discussing current successes. It is evident from the comments ESCI received, individuals are seeing benefits and anticipating further collaboration between the fire departments.

Analysis of Evaluation, Review and Benchmarking of the Current Organizations

The objective of this project is to conduct a thorough analysis of Eugene and Springfield fire protection services. The organizational analysis is based on the elements included in the following tasks:

- Task 1: Review of City/County Comprehensive Plans; ISO (Insurance Services Office) rating evaluation; past studies and recommendations; and a thorough review associated documents.
- Task 2: Organization Overview – A broad-spectrum overview of each organization.
- Task 3: Staffing – Review the staffing levels of each fire department.
- Task 4: Financial Profile – Review the past, present, and future financial picture of each fire department.
- Task 5: Capital Assets and Capital Improvement Programs – Review status of current major capital assets (facilities and apparatus) and methods of financing capital needs.

The report contains a comprehensive and detailed level of findings based on the analysis of the above tasks.

Opportunities and Options

The ESCI Project Team explored the concept of Cooperative Organizational Relationships, Strategic Re-Structuring, and Cooperative Operational Efforts. In this phase and objective of the report ESCI offers information on the options and opportunities available to the cities.

Oregon State Law provides for a number of cooperative opportunities, organizational relationships, and processes to maximize fire and emergency services. ESCI provides a detailed profile of each partnering model that is available to the cities. A discussion of



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the joint programming, strategic restructuring, alliances, and joint operation models include:

- Cooperation
- Collaboration
- Consolidation
- Contract for services
- Full integration
- Future inclusion of other agencies

Available Options for Assimilating EFD and SFLS

There are a limited number of options available for EFD and SFLS to assimilate EMS and fire services beyond joint programming and an alliance. The options involve the conversion of a fire department to an RFPD. Oregon Law includes four strategic routes – formation, annexation, merger, and consolidation.

Findings

During the process, ESCI found that the EFD and SFLS had many characteristics that are found in progressive emergency service agencies. A listing of a few characteristics includes the three battalion program, development of the Metro SOPs, a merged response system, and joint training. Much of the responsibility is directly related to the positive efforts and working relationship fostered by the current leadership. Fire Chief Dennis Murphy and Fire Chief Randy Groves have created an atmosphere that is benefiting the public, employees, and organizations.

Common to both EFD and SFLS is the similar variety of service and programs. No other metro area in the state enjoys the benefit of a single fire and ALS EMS transport system. The system has proven to be effective at maintaining a high level quality service. The FireMed program, long embraced by both departments, has been copied in other areas of the country with like success.



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Webster's New World Dictionary defines the word "feasibility" as: "Capable of being done." The scope of work for this project states ESCI will present the feasibility of each opportunity for shared services. The report provides detail descriptive on each strategy that includes:

- Collaboration
- Joint Programming (Alliance)
- IGA (Alliance)
- Fire Authority
- Merger
- Fire Districts

Preferred Option

Of all of the feasible options listed above and presented in detail in the report, our preferred choice is an IGA between EFD and SFLS. This is seen as an intermediary step for a vision of a single fire agency via annexation to a fire district. While a number of fire districts are available for the cities to annex to, those with a current relationship to EFD and SFLS are clearly preferred. This strategy clearly represents the least complex alternative to execute.

JEO

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