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Memorandum Date: February 17, 2010
Board Order Date: February 23, 2010

TO: Board of County Commissioners
DEPARTMENT: CAO/Economic Development Standing Committee
PRESENTED BY: Mike McKenzie-Bahr, Community and Economic Development Coordinator

AGENDA ITEM TITLE: ORDER/IN THE MATTER OF APPROVING THE SCOPE OF WORK FOR AN ECONOMIC DEVELOPMENT SPECIALIST CONTRACT POSITION

I. MOTION

Move approval of the scope of work for an Economic Development Specialist contract position.

II. AGENDA ITEM SUMMARY

The Lane County Board of Commissioners is being requested today to approve the scope of work for an Economic Development Specialist contract position to work with the Lane County Community & Economic Development Coordinator.

The scope of work is based on elements developed during the Joint Elected Officials (JEO) Economic Development process. Lane County Community and Economic Development had been waiting for the JEO to adopt the metro area plan before releasing this rural focused scope of work, but it is still unclear when that metro plan will be adopted and we are ready to start this work.

The contract will be funded with \$50,000 in video lottery funds that was allocated in the community and economic development budget during the Board's budget process at the start of the fiscal year for ED contract purposes.

III. BACKGROUND/IMPLICATIONS OF ACTION

A. Board Action and Other History

The "Building our Next Economy" document put out by the JEO gives a good background of the JEO ED Process.

"The Joint Elected Officials - the City Councils of Eugene, Springfield, and the Lane County Commissioners - were seeking a way to respond to our economic crisis. The JEO put forward challenging goals:

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

"The elected officials also put forward a few guiding principles to help focus and steer strategies towards those that would be most compatible with the assets and values of the region. Resource challenge, science and knowledge based, globally interdependent, innovation driven.

"The JEO formed a technical advisory group (TAG) composed of key business leaders and critical area partners who had a passion for our regional community, and was requested to develop recommendations on how to move our economy forward. This group crafted a set of strategies that the region should focus on to influence the economic development of the region."

(The strategies are attached to this report as Attachment B.)

"The strategies were then tested and discussed at a *Regional Economic Summit* held in November 2009. With over 300 participants, the *Summit* provided a broad community response to where our region needs to go and offered insights into the initiatives that government leaders need to embark on."

This process focused on the metro area, but throughout the process, the Lane County Community and Economic Development Coordinator discussed the strategies with some of the rural city managers and elected officials. Most of the rural city managers also attend the *Regional Economic Summit*. In those discussions it became clear that some of these strategies would also work in the rural areas.

Working with some of the rural city managers and business development experts working in the rural communities, the economic development specialist contract position scope of work was developed.

The Community and Economic Development Coordinator then started the selection of a personal service contractor as per Lane Manual, 21.117 (c)(2). The scope of work was sent to "at least three prospective contractors who appear to meet the minimum requirement for the proposed contract..."

Interviews have been completed and the Community and Economic Development Coordinator is in the process of negotiating the final contract elements with a contractor whose quote/proposal will best serve the interests of the County.

The Lane County BCC Agenda review team requested this scope of work be placed on the agenda for discussion and approval.

B. Policy Issues

Should the Lane County Board of Commissioner approve the scope of work for an Economic Development Specialist contract position?

C. Board Goals

Approving the scope of work meets the Board's goal to "Develop Lane County's economic engine."

D. Financial and/or Resource Considerations

The \$50,000 allocated for economic development contract purposes was placed into the community and economic development budget during the Board's budget process at the start of the 2009-2010 fiscal year.

E. Analysis

The recession has impacted Lane County to a staggering degree. More than 13,000 Lane County residents lost their jobs. Hardest hit was the manufacturing sector, located for the most part in the rural communities.

There is a lot of work that needs to be done to prepare communities and businesses for a return to economic viability.

Currently though there are numerous economic development agencies focused on the Eugene/Springfield metro area, but only one of the rural cities employs an economic development staff person. This is because the budgets of the rural communities only allow them staffing for the basic mandated functions of city government.

Lane County already provides community development assistance to the rural community and limited economic development assistance. This project expands the help the County is able to offer its citizens by using funds that are specifically targeted for this purpose.

The Economic Development Specialist scope of work assists the cities develop their priority projects, while bringing assistance to local businesses that will help grow the communities back to economic health.

IV. TIMING/IMPLEMENTATION

A contract to implement this scope of work will be signed by March 1, 2010. Project implementation will begin when the contract is approved in the CTRAK process and signed by the County Administrative Officer.

V. RECOMMENDATION

The Lane County Community & Economic Development Coordinator recommends the Board of Commissioners approve the scope of work for an Economic Development Specialist contract position.

VI. FOLLOW-UP

The Lane County Community & Economic Development Coordinator will report back to the Board of Commissioners with an update on the Economic Development Specialist position once the contractor begins work.

VII. ATTACHMENTS

- A: Economic Development Specialist scope of work
- B. JEO ED Strategies
- C. Board Order

**Economic Development Specialist
Scope of Work**

Contractor will work collaboratively with the County and the Rural Cities in Lane County, key business leaders and critical area partners to strategically focus on the economic development in the rural cities.

1. Identify top economic development projects of each of the rural cities

Tactic 1: Focus on each rural City's top 3 Economic Development projects:

- County will provide staff assistance support for implementation of Cities projects and strategic plans

Tactic 2: County will provide assistance with

- Project Planning
- Grant writing
- Business development
- Business recruitment

2. Assist to prepare for the Land and Physical Infrastructure, in a timely fashion, that is necessary to support Business Development and Stimulate Quality Job Creation.

Tactic 1: Strengthen the coordination between infrastructure, planning and investments, land use, and economic development goals.

Tactic 2: Inventory and evaluate underdeveloped and industrial space in an effort to assist business re-locations in a timely fashion.

Tactic 3: Continue to work with property and business owners in existing employment centers to expand, upgrade and construct state-of-the-art facilities.

3a. Support the Growth and Development of Existing Area Businesses to Achieve Quality Job Creation.

Tactic 1: Efforts should be directed at supporting the operating needs of local businesses as well as meeting their needs for expansion and growth.

Tactic 2: Work with local business support networks to identify business growth opportunities

Tactic 3: Develop or strengthen peer-to-peer support networks for businesses of any type (start-up, existing, large, small, etc) for information on financing, physical development, locating, hiring/recruiting.

3b. 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 and Life Technologies
- Natural Resources: (value added) including natural foods, food processing, secondary wood products, and other niche markets
- High Tech: including hardware and software development, application of new technology and manufacture of computer equipment

3c. Support development and growth in successful and emerging opportunity areas within the local economy:

- Health/Wellness
- Advanced Manufacturing (electronics, solar, etc)
- Biomedical
- University of Oregon / Research & Development Institutions

Tactic 1: Identify strategies to address needs of emerging industries.

Tactic 2: Assist development of associations or networks among targeted cluster businesses for networking, information-sharing and to provide opportunities for business growth (including local training needs).

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

**Regional Economic Development Strategies
For Eugene-Springfield Metro Area
August 28, 2009**

The Cities of Eugene and Springfield, along with Lane County, have been working collaboratively with key business leaders and critical area partners to strategically focus on the economic development of the Eugene-Springfield Metro Area.

The following strategies 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 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.

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 and industrial 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 PR 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.

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 (electronics, solar, etc)
- 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.

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

ORDER NO.) IN THE MATTER OF APPROVING THE
) SCOPE OF WORK FOR AN ECONOMIC
) DEVELOPMENT SPECIALIST CONTRACT
) POSITION

WHEREAS, the economic downturn negatively impacted the economy of the rural communities in Lane County; and

WHEREAS, the Lane County Board of County Commissioners has adopted a goal to "Develop Lane County's economic engine;" and

WHEREAS, Lane County Community & Economic Development has developed a scope of work for an Economic Development Specialist contract position; and

WHEREAS, said scope of work focuses on assisting the rural communities of Lane County ; and

WHEREAS, Lane County receives video lottery funds for economic development and \$50,000 of those funds has previously been budgeted for economic development contract services;

NOW THEREFORE IT IS HEREBY RESOLVED AND ORDERED that the Lane County Board of Commissioners does hereby approve the scope of work for the Economic Development Specialist contract position in substantially the form of Attachment A.

DATED this 23rd day of February, 2010.

Bill Fleenor, Chair
Lane County Board of Commissioners

APPROVED AS TO FORM

Date 2-18-10 lane county



OFFICE OF LEGAL COUNSEL

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