

# Economic Development Action Plan

*For*

## Crook County / Prineville Economic Summit

June 2002

Facilitated by:



**Rural Development Initiatives, Inc.**  
*Helping Rural Communities Thrive*

941 Lawrence Street · Eugene, OR 97401  
541.684.9077 · [www.rdiinc.org](http://www.rdiinc.org)

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# Crook County/Prineville ECONOMIC SUMMIT

Action Plan for Economic Development  
June 2002

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# Introduction

## Background

The historic community of Prineville in Crook County, Oregon has long relied upon the natural resources surrounding it. The large stands of timber, agricultural lands and cattle ranching were, for years, the mainstays of its economy and defined its way of life. As increasing constraints were imposed upon the availability of timber, the residents began to see that these mainstays would not alone carry the community into a prosperous economic future. Following the closure of several local timber mills in 2001 and early 2002, Mayor Steve Uffelman initiated a process to create an immediate proactive response. The aim of this response was to assist resource-based businesses, encourage retention of existing businesses and attract new non-resource based businesses. He envisioned an Economic Summit, an intensive working session bringing together key leadership and organizations from the city and throughout Crook County to strategize next steps and to commit to joint action.

In planning meetings that occurred through the winter and spring of 2002 the steering committee, convened by the Mayor, created a focused mission statement for the Summit that addressed the current economic circumstances. Some solid groundwork had already been laid for a successful Summit. The community had a long track record of accomplishment with respect to community and economic development. From 1993 to 2000, community development actions were guided by a common set of goals that had been prepared with the help of PacifiCorp and entitled Vision 2000. These accomplishments are noted in the Community Profile section of this document. In 2001, with the leadership and assistance of the Prineville Chamber of Commerce and PacifiCorp the community updated its strategic plan to guide community and economic development in the next ten years, Called Vision 2010 and developed through a public process, the document contains a set of specific goals and strategies for the next ten years.

While economic conditions had deteriorated sharply since the completion of Vision 2010, the steering committee determined that its goals and strategies for Prineville and Crook County could be used as a starting point for further planning. The steering committee used its mission statement for the Summit as a guide to prioritize the goals and strategies of Vision 2010. As a further priority for the Summit, the steering committee identified that the community needed to create better organizational structures for implementing its priorities, including clear mechanisms for communication, coordination and cooperation between the City, County, Chamber and all of the very proactive community groups. They determined that the Economic Summit could be the vehicle to create those needed mechanisms and to bolster the shared commitment to joint action for the betterment of the community.

To ensure that this objective was realized, the steering committee spent tremendous energy on identifying and recruiting critical participants. The Crook County/Prineville Economic Summit took place over two days on June 6 and 7, 2002. A core group of 70 individuals participated in the event, and another 10 people representing a variety of business, government, and civic interests, contributed ideas and input to the process. Those who attended the open event represented a mix of recruited leaders and interested citizens who learned of the opportunity to participate through press coverage and word of mouth.



The process was funded through a grant from the Oregon Economic and Community Development Department (OECDD). Rural Development Initiatives, Inc. (RDI) worked with the steering committee and facilitated design and organization of the Summit as well as the event itself. RDI is a private nonprofit organization working to build the capacity of rural communities and organizations to make strategic decisions about their futures and to act on those decisions to ensure high quality of life and a vital sustainable economy. Capacity building is the process of assessing and marshaling a community's talents, collective commitment, resources and skills and is at the core of seeing a vision come true.

This document represents the combined efforts of the Prineville Chamber, the City of Prineville, Crook County and residents of the community, assisted by RDI staff. A list of participants and contributors is provided in the Contacts and Resources section of this document.

## **Planning Process**

The Crook County/Prineville Economic Summit was conducted on June 6<sup>th</sup> from 1:00pm to 7:00pm and on June 7<sup>th</sup> from 8:00am to 12:00pm to create the action plan described in this document. It was preceded by several months of information gathering, planning and outreach to key participants to ensure that the event would be valuable and well attended. Members of the community unable to attend the meetings participated by offering their ideas and support at various stages of the projects development and implementation.

The overall planning process consisted of several steps designed to refine and prioritize Vision 2010 goals and strategies and develop detailed actions plans for successful implementation. The primary steps included:

- Formulation of a **Mission Statement** to guide prioritization of action
- Completion of an assessment of current capacity for business development within the community: the **Self Assessment for Business Development Assets**
- Creation of **agreements and protocols** to guide communication and cooperation for coordinated plan implementation
- Prioritization of the **goals** contained in Vision 2010
- Prioritization of the **strategies** contained in Vision 2010
- Creation of **detailed actions plans** for implementation of prioritized strategies
- Articulation of a **framework for oversight** for coordinated plan implementation

Because many reasonable goals and strategies had already been articulated prior to the Summit, the development of *new* goals and strategies was not the main focus of the planning, although some new strategies were identified. The focus rather was on setting up clear and shared understanding of responsibility for implementing various priorities, and for sharing information along the way. The resulting action plan reflects the clear agreements that were reached.



## **Implementation**

The final product of the planning process is a detailed implementation program that reflects the commitment by the Community, City, County, Chamber and Civic Organizations to take coordinated cooperative action. Each of the strategies contains a detailed work plan with time lines and specific lead people designated. Below is an overview of the structure for implementation, which involves four standing committees drawing representatives from all participating interest groups.

### **Committees Formed**

As a result of the planning process, each of the groups that addressed Business Development, Quality of Life, Infrastructure and Workforce Development decided to become working groups. The quality of life group will become the “Our Town” group and will be lead by a community committee chair, to be elected at the first meeting. The business development group will become The Business Development Advisory Committee and chamber director, Diane Bohle, will be responsible for agenda development and coordination. The workforce group will be a working group and will be coordinated by Laurie Adams. The infrastructure group will be a working group and will be lead by Henry Hartley and Dick Brown in coordination with Mike Mohan and reconvene the group as needed. The individual groups will each determine membership for themselves.

### **Name for Implementation Group and Committee Coordination**

The planning group of the Crook County/ Prineville Economic Summit decided to name their group the *Crook County/Prineville Economic Action Team (EAT)*. The Business Development Advisory Committee will take the lead responsibility and will provide a forum for quarterly progress reporting to insure coordinated implementation of all of the plans components. The Chamber will serve as the coordination contact point for each of the Committees. The Committee Leads and Working Groups Leads will each be responsible for contacting the Chamber and providing their agenda needs for the quarterly or semi annual reconvening meetings. Each group will be responsible for making their portion of the plan a living document to which new projects and actions will be added as opportunities and needs appear. It will be the responsibility of each working group and committee to provide the City with those updates on a quarterly or semi-annual basis as they develop. The Chamber will maintain membership mailing addresses and contact information but each group is responsible for providing the chamber with updates of their groups information.

### **Plan Updates**

Notes will be taken at the quarterly and semi-annual meetings. Changes and updates to the plan will be the responsibility of the City and will be written up by Cindy MacDonald of the City Planning Department.



## **Formalizing Adoption and Publicizing Results of the Economic Development Action Plan**

### **Plan Adoption**

1. County & City: Scott Cooper will convene a joint session of the city and county by August 31<sup>st</sup>, 2002. Henry Hartley will take the lead in presenting the plan to the city and the county for consideration for adoption.
2. Chamber: Brett Nelson will present the plan to the Chamber for consideration for adoption by July 31<sup>st</sup>, 2002.
3. EDCO: Todd Vallie will present the plan to the EDCO board for information purposes by September 30<sup>th</sup>, 2002.
4. School Board: Gary Peterson will present the plan to the Crook County School Board by September 30<sup>th</sup>, 2002. Laurie Adams will take the lead in contacting Gary.
5. COCC: Laurie Adams will present the plan to COCC for information purposes.
6. Fairgrounds Advisory Board: Sheryl Rhoden will present the plan to the Fairground Advisory Board to secure assistance with implementation.
7. Soroptomist: Dick Brown will present the plan.
8. Rotary: Bobbie Young will present the plan.
9. Kiwanis: Mike Mohan will present the plan
10. Crooked River Round-Up: Sheryl Rhoden will present the plan.
11. OSU Extension Service: Mylan Bohle will present the plan.
12. Historical Society: Mylan Bohle will present the plan.

### **Communication with the Public**

A standing article, which will be published on a weekly basis for one inaugural month and then become a bi-weekly, will be established in the Central Oregonian for Business & Economic Development. Members from each of the groups and committees will write articles regarding actions, accomplishments and issues associated with their group. These articles will be used to fill the standing article space. In addition, meeting dates will be posted as a tag on this column. The Chamber will communicate the results of the plan in the Chambers "Fast Facts" newsletter. Don Wood will contact the Round Up and provide them with a synopsis of the plan.

### **Celebrating Success**

The Crook County/Prineville Economic Summit succeeded in bringing many local and regional people, organizations and agencies to create a feasible plan of action for economic and business development. Diane Bohle will talk with the Chamber Board about incorporating a celebration of the success achieved into the Chamber Dinner that is to be held in January or February of this coming year.



# Community Profile

## Overview<sup>1</sup>

The Prineville Area of Crook County is located in the approximate geographic center of the State nearly equal distances (145+miles) from the major metropolitan areas of the state. Incorporated in 1880, Prineville is the county seat, the only incorporated city in Crook County, and the oldest town in the Central Oregon Region.

The area's economy has historically been closely tied to the timber and agricultural communities. Ranching remains a major industry, but irrigation projects associated with the Ochoco and Prineville Reservoirs in the early 1920's and 1960's respectively have helped the agricultural industry to diversify into the production of cash crops such as mint, potatoes, alfalfa, grass and carrot seed and other specialty crops.

The wood products industry has been throughout most of the 20<sup>th</sup> century, the most important industry in term of employment and income production. Environmental and associated federal agency action in recent times have caused severe cutbacks resulting in the closure of two mills in the last 2 years and the loss of more than 100 primary forest products jobs. Despite this, the secondary wood products industry continues to grow.

In more recent times, the recreation-tourism industry has emerged as the third most important industry of the area. National trends and an increased awareness of the local and regional resources have helped to promote this industry. The City of Prineville owns and operates a short line railroad that contributes to tourism through special events and dinner trains. The railroad also, and importantly, serves manufacturing companies.

In addition, the area is home to Les Schwab Tire Company. It is currently one of the three largest employers in the community and plays an extremely important role in the local economy of Crook County and Prineville.

The area is also renowned for its County Fairgrounds and boasts one of the State's finest livestock and events exposition centers. This facility alone attracts and accommodates more than 300,000 visitors to the community each year.

Agriculture and wood products will continue to be major industries within the economy, recreation and tourism is expected to grow in importance and Les Schwab Tire Company will continue to be a major employer. However, even though the area's economic future will continue to build on its existing employment base, insurance of a healthy viable economic future will be dependent upon the community's ability to expand and diversify. To create this future will require the commitment of representatives of business and industry, citizens, city and county to work together in the implementation of the action plans contained in this document.

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<sup>1</sup> Excerpts from Part VI, Economic Element, Draft Prineville Urban Area Comprehensive Plan, 1996





## **Major Accomplishments**

Prineville and Crook County have implemented many successful community and economic development projects. Between 1993 and 2000 alone, guided by the Vision 2000 plan, the community: opened the Baldwin Industrial Park; added programs for Boys and Girls Club, Prime Time and 21<sup>st</sup> Century Schools program; greatly expanded the Chamber of Commerce role; opened Meadow Lakes golf course and club house; opened the Family Resource Center; opened the Carriage House, Ochoco Village Assisted Living, Crooked River Gardens and apartment complexes; constructed a new high school and renovated existing schools; saw the construction of the Best Western and Stafford Inn hotels; constructed the new Crook County Library with attached meeting rooms; expanded the obstetrics wing and the surgical wing at Pioneer Memorial Hospital; planned construction of a new clinic; and launched the Leadership Prineville Program. In addition, the both the City and County made significant forward strides in improvements to community facilities and infrastructure.



# Community Vision

## Overview

Community leaders representing a variety of governmental, business and non-profit interests, as well as leaders from diverse parts of Crook County were selected to participate in the formulation of Vision 2010 that provided key starting information for the summit. Approximately 80 people in all were invited to attend the community meetings. The meetings were held at various locations around Crook County on October 17<sup>th</sup> and 18<sup>th</sup>, 2000. Participants considered the unique attributes of Prineville and Crook County, their hopes and wishes for the community, preferences for how the town would look in 10 years, what kinds of amenities and infrastructure it would have. The ideas generated in each session were grouped into broad categories. Goal statements were then developed which captured the essence of each of the categories. Vision 2010 was formally adopted in 2001.

In preparation for the Summit, RDI facilitators further organized the resultant goals and strategies into four building blocks for community plans: business development, workforce development, infrastructure development and quality of life. This provided the framework for prioritizing and action planning.

The steering committee for the Economic Summit redefined the mission statement to more accurately reflect the current economic climate and community needs. This mission statement was used as a filter against which each of the goals and strategies were evaluated to determine their priority ranking for action planning. The mission statement is:

*To create a unifying community vision, for economic and community actions that fosters business relocation and job creation.*

## Summary of Vision 2010 Goals

- Plan in a cooperative and far-sighted fashion.
- Strengthen the local economy with new business, business retention and tourism.
- Provide family wage jobs for our kids.
- Expand educational opportunities to afford residents life-long learning and career-development options and support the new economy.
- Revitalize downtown Prineville.
- Construct new community facilities and activities to enhance quality of life and recreational offerings.
- Upgrade local housing.
- Address infrastructure deficiencies and expand to meet current and future demand.



# Action Agenda

## Overview

The action agenda is made up of goals, strategies, and actions. Vision 2010 Goals and Strategies were grouped under the four community and economic development building blocks: business development, infrastructure, quality of life and workforce development. Each strategy has a detailed action plan that includes timelines for completion, responsible parties, collaborators, projected budgets and success indicators. In some cases, the actions were actually completed during the Economic Summit. Where decisions were made or actions were taken, they are so noted.

The action agenda is a working document that should be continually readdressed as conditions change and new opportunities for action planning emerge. When goals are reached, new goals may be developed and strategies formed.

## Action Plan Summary

### **Organizational Development Goal 1: Plan in a cooperative and far-sighted fashion**

*Strategy A: Continue to improve the city/county relationship and communicate cooperative efforts to the public*

- Action 1: Clarify roles among community leaders
- Action 2: Coordinate communication between community leaders
- Action 3: Coordinate and ensure implementation of the plan
- Action 4: Communicate to the community the value of managed growth and change

### **Business Development Goal 1: Strengthen the local economy with new business, business retention and tourism.**

*Strategy A: Consider marketing Crook County/Prineville's "pace of life"*

- Action 1: Build Community Image & Message

*Strategy B: Identify well-defined marketing niche for Crook County/Prineville*

- Action 1: Market a Community Web Site
- Action 2: Document Community Assets
- Action 3: Define appropriate Target Industries

### **Workforce Development Goal 1: Expand educational opportunities to afford residents life-long learning and career development options and support the new economy.**

*Strategy A: Coordinate and promote workforce services, training, programs, and the value of education.*

- Action 1: Assess the current activities and opportunities to promote education
- Action 2: Measure effectiveness of current programs
- Action 3: Determine improvements for current programs and additional programs that are needed.

*Strategy B: Expand higher education presence in Crook County by making it more accessible, affordable and flexible*

- Action 1: Assess need for higher education programs and flexibility
- Action 2: Measure effectiveness of current programs
- Action 3: Determine improvements of current programs



## **Quality of Life Goal 1: Construct new community facilities and activities to enhance quality of life and recreational opportunities**

### *Strategy A: Construct new recreational facility*

- Action 1: Develop funding for a feasibility study, solicit RFPs, and contract with consultant to complete feasibility
- Action 2: Develop budget and funding for construction and operation
- Action 3: Design and build the recreational facility

## **Quality of Life Goal 2: Revitalize downtown Prineville**

### *Strategy A: Encourage the revitalization of Downtown area to include vibrant diversified shopping opportunities in a pedestrian friendly environment catering to residents and visitors.*

- Action 1: Get buy-in from city council, to educate and enforce plans and ordinances.
- Action 2: Develop LID, Urban Renewal District or some other type of taxing district to fund downtown improvements
- Action 3: Explore and package other funding options for Downtown improvements
- Action 4: Identify and designate organizations and individuals with ability to track and write project grants
- Action 5: Renovate storefronts
- Action 6: Rebuild old Ochoco Inn

### *Strategy B: Clean up entries to communities to make them attractive and inviting*

- Action 1: Take the adopted city plan and proceed with implementation
- Action 2: Explore ongoing maintenance funding issues
- Action 3: Change and upgrade signage at major town entry points

## **Quality of Life Goal 3: Plan and implement cultural events**

### *Strategy A: Organize and implement two events per year*

- Action 1: Identify event or focus
- Action 2: Educate Seniors to get their support. Set up support network for event ideas and define the process and pitfalls.
- Action 3: Establish Community Calendar on website

## **Infrastructure Development Goal 1: Address infrastructure deficiencies and expand infrastructure to meet current and future demand.**

### *Strategy A: Fund and begin implementation of existing transportation plans for the city and county*

- Action 1: Replacement of Crooked River Bridge
- Action 2: Complete Millican Road Extension
- Action 3: Phase 1 Truck Route through Prineville
- Action 4: Secondary Access from Prineville to Powell Butte
- Action 5: Place TSP on website(s) for the City & County. Include a spot for project updates

### *Strategy B: Expand telecommunication infrastructure*

- Action 1: Development of a Task Force to identify deficiencies
- Action 2: Develop service plan that identifies potential new markets

### *Strategy C: Address infrastructure deficiencies to provide adequate sewer and water facilities*

- Action 1: Secure sufficient water rights
- Action 2: Implementation of short-term water master plan items
- Action 3: Double sewer system capacity



# Organizational Development

GOAL 1: Plan in a cooperative and far-sighted fashion

## Strategy A: Continue to improve the city/county relationship and communicate cooperative efforts to the public

### Action 1: Clarify roles among community leaders

a. Defined community leaders as *those who have either “primary” or “supporting” roles in “activities that foster business and economic actions” that have lead to the creation of family wage jobs.*

b. Identified what those leadership roles were as follows:

1. Chamber Director
2. Chamber Economic Committee chair
3. Mayor
4. City Administrator
5. City Planner
6. Judge (County Administration)
7. County Planner
8. EDCO
9. EDCO Board Members who are from Crook County & Prineville

c. Defined “activities that foster business and economic action” as:

- Community Image & Message
- Marketing your Community
- Marketing your Website
- Prospect Recruitment
- Community Presentation & Introduction to Prospects
- Business Retention & Expansion
- Local Organization Structure to Support Recruitment Efforts
- Incentives

d. Identified and came to consensus on who would take the lead role in each of the identified

e. Developed strategies for support, coordination and communication between:

- Primary leads <= => Supporting Roles
- Joint Primary leads <= => Joint Primary Leads

### Community Leader Roles in Activities that Foster Business Recruitment, Retention, Expansion

Activity	Primary Lead	Supporting Role(s)
Community Image & Message	Chamber  <b>Consensus:</b> 1. There are additional pieces of economic development marketing materials that are needed to augment the Community Brochure that the Chamber is developing.	Monetary support from City, County and the private sector (to include businesses, agencies, organizations and individuals)



Activity	Primary Lead	Supporting Role(s)
	2. The City, County, Local Businesses will provide additional financial support to the Chamber. The Chamber will develop additional materials desired by those entities	
Marketing your Community	<p>Chamber</p> <p><b>Consensus:</b></p> <ol style="list-style-type: none"> <li>1. The community will look to the Chamber to create high quality professionally produced promotional materials that will be used for external recruitment efforts to <u>represent</u> Crook County / Prineville.</li> <li>2. The City and County will provide additional \$'s support to the Chamber as needed to ensure this is done.</li> </ol>	City, County, EDCO,
Marketing your Website	<p>Chamber</p> <p><b>Consensus:</b></p> <ol style="list-style-type: none"> <li>1. The Website is the technology that should be used for communication of community material.</li> <li>2. Each community link needs to maintain its own website.</li> <li>3. A strategy needs to be developed by the city and County to fund a program to create good interactive updatable sites and to pay for ongoing web site maintenance.</li> <li>4. See Action Plan (XX)</li> </ol>	City, County
Prospect Recruitment	<p>EDCO Chamber</p> <p><b>Consensus:</b></p> <ol style="list-style-type: none"> <li>1. The Chamber is the designated community contact point</li> </ol>	Chamber
Community Presentation & Introduction to Prospects	<p>Chamber, EDCO, City, County</p> <p><b>Consensus:</b></p> <ol style="list-style-type: none"> <li>1. They all have a critical role to play</li> <li>2. A communication mechanism is needed to ensure that this joint action is accomplished effectively</li> <li>3. The 5 key community <u>leads will meet weekly</u> to insure that business development prospect information is consistently shared in a timely manner.</li> </ol>	City, County
Local Organizational Structure to support Recruitment efforts	<p>Chamber</p> <p><b>Consensus:</b></p> <ol style="list-style-type: none"> <li>1. A key contact person needs to be designated</li> <li>2. The Chamber Director was designated to be that person</li> </ol>	City, County, Chamber, EDCO
Business Retention & Expansion	<p>Chamber</p> <p><b>Pending Action:</b></p>	City, County
Business Development Assistance, Incentives and Options	<p>City County EDCO</p> <p><b>Pending Action:</b></p>	City, County, EDCO Other agencies and organizations



**Action 2: Coordinate communication between community leaders**

It was decided that a Weekly Meeting of 5 members of the leadership group will meet one time weekly for between 30 to 60 minutes to communicate prospect contacts and other pertinent information that needs to be jointly shared to insure successful coordination.

- a. Diane Bohle will be the coordinator and set the agenda
- b. The other members will forward agenda items to Diane
- c. Standing Agenda Items will include:
  - Web site design and maintenance
  - Newspaper article – categories and assignment of article writing responsibilities

Responsible Party	Diane Bohle
Timeline	Have 1 <sup>st</sup> meeting before June 20 – to occur at 8:00am every Tuesday
Budget	NA
Collaborators	City Manager, City Planning Director, County Administrator, County Planning Director
Success Indicator	That meetings occur every week & that all 5 collaborators attend every week

**Action 3: Coordinate and ensure implementation of the plan**

It was decided that the group convened at the Economic Summit needed to continue to meet to insure implementation of the actions laid out in this plan.

- a. Group name was decided to be *Business Development Advisory Group*
- b. Meetings will be held quarterly in September, December, March, June
- c. Time will be 10:30am at Meadow Lakes Golf Club House on the same day as the monthly Chamber Economic Development Committee meeting
- d. The Chamber will make the agenda. All others can forward agenda items to Diane.
- e. The Agenda will contain the following items:
  - Progress Reports from responsible parties on the accomplishment of the responsibilities assigned to them in this plan
  - Newspaper article categories, assignment of writing responsibilities
  - Progress Reports from the other Committees formed as a part of this plan
  - Quarterly review of Web site updates needed for economic and business information

**Action 4: Communicate to the community the value of managed growth and change**

It was decided that a standing spot in the newspaper should be created to present article on economic and business development in the Crook County/ Prineville area.

- a. Bill Schaffer agreed to establish a permanent site but articles must be provided to him in a “ready for print” state
- b. It was decided that at least 10 articles needed to be assigned and written prior to starting. Articles will have the following parameters:
  - Readable with a punch – inform and entertain
  - 500 words / 1 double spaced page
  - Use statistics only if they provide a little punch
- c. It was decided that the articles would run weekly for the first month and bi-weekly following that introductory period
- d. The articles Byline and authorship will be the Chamber Economic Development



Committee

- e. Articles will be forwarded to Diane Bohle who will coordinate their release to the Central Oregonian
- f. Articles for 6 months out will be assigned at the quarterly meeting of the *Business Development Advisory Group*
- g. Topical categories that articles would be written around were determined to be:
  - Tourism
  - Destination Resort
  - New Business Relocations to Crook County/Prineville
  - How Economic Development positively impacts the quality of life in Crook County/Prineville
  - Why it is important to keep “\$’s” in the community through use of local merchants and local contractors
  - Web Site

Other categories will be added as they are identified

- h. Assignments for articles were made:

<b>Responsible Party</b>	<b>Qty</b>	<b>Topic</b>
Diane Bohle	1	1 <sup>st</sup> article to introduce & explain the new site
Jeff Robberson	1	“Why he moved his business to Prineville”
Roger Lee	4	Hot Industries; Prineville’s relative advantage in CO
Diane Bohle	4	Web site development issues; Point of Contact
Linda Swearington	4	Destination Resort issues
Brett Nelson	4	Tourism
Scott Cooper	5	Any subject
Todd Vallie	5	Keeping “\$’s” in the community
Bobbie Young	2	Keeping “\$’s” in the community





## Business Development

GOAL 1: Strengthen the local economy with new business, business retention and tourism.

### Strategy A: Consider marketing Crook County/Prineville’s “pace of life”

#### Action 1: Build Community Image & Message

- a. Decided that the Chamber be responsible for the development of the community message and the materials that represent that message for all of Crook County/ Prineville as a single community
- b. The Chamber Economic Development Committee will be responsible for the review of the materials

Responsible Party	Chamber Director, Diane Williams-Bohle
Timeline	<i>Before Sept. 2002</i>
Budget	
Collaborators	Chamber Economic Development Committee
Success Indicator	EDCO, City Planning, City Hall, County Seat, County Planning all have sufficient quantities of Chamber developed materials to give to any/all prospects or interested parties

### Strategy B: Identify well-defined marketing niche for Crook County/Prineville

#### Action 1: Market a Community Web Site

- a. Chamber Director Diane Williams- Bohle will present the Web Site information being developed by the Foundation to the Chamber Economic Development Committee
- b. The Economic Development Committee will be responsible for review
- c. The Economic Development Committee Chair will establish a Web Site Committee that will be responsible and recommendations for revision/augmentation
- d. Roger Lee of EDCO will meet with the Chamber Web Site Committee and determine how to tailor the business and economic development components in the site to allow prospects to design their own information package through selecting specific items which are individually listed
- e. Diane will meet with the County and the City to analyze what gaps exist on the Web Site at the Group of 5 Weekly meeting
- f. The Econ Development Committee Chair Bobbie Young will work with the Web Site committee and the Chamber to determine if the Web Site Committee is to be a standing committee charged with ongoing review and maintenance to insure currency in the web site information

Responsible Party	Diane Bohle, Chamber Director Diane Bobbie Young, Chamber Chair Econ Dev Committee
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Timeline a. – presentation Timeline b. – review & recommendations Timeline c. – establish Web Site committee Timeline d. – Roger Lee collaboration Timeline e. – Group of 5 meeting Timeline f. – to/not to establish Standing Website committee	June 29 presentation
Budget	unknown
Collaborators	Chamber Economic Development Committee, EDCO, City, County
Success Indicator	A website that connects all the community sites, and allows continual maintenance of all.

**Action 2: Document Community Assets**

- a. The Chamber Economic Development Chair Bobbie Young will ask the Web Site Review Committee to gather, collate, assimilate and evaluate all of the economic information that is currently available through the city, county, chamber and EDCO
- b. Roger Lee will provide the The Group of 5 and the Web Site Review Committee with a list(s) of assets used by EDCO’s targeted businesses or industries in evaluating a community for competitive advantage
- c. The Web Site Review Committee will be responsible for extracting from the data gathered, those assets which match up to the lists provided by Roger
- d. Roger will work with the committee to determine if outside expertise is needed to then evaluate the assets and narrow it to a list of identified assets having “comparative advantage” when compared to Central Oregon and when compared to the US.
- e. The “comparative advantage” information will be used in the Target Industries analysis (see Action 3)
- f. The Web Site Review Committee will make a recommendation to The Group of 5 regarding:
  - What community asset information should be used to get information for the web site
  - Which web pages should have which pieces of economic and business development information
  - Determine which community attractions and assets the community should highlight in marketing the community for new business
  - Develop a focused list of assets the community can use to increase ongoing activities such as tourism visitation
- g. The Group of 5 will make the final decisions on the above

Responsible Party	Roger Lee, EDCO; Bobbie Young, Chamber Econ Dev Committee Chair; The Group of 5
Timeline	Start by July 1
Budget	Unknown
Collaborators	Chamber Economic Development Committee
Success Indicator	List of assets that can be used to show competitive advantage a. How those assets compare to Central Oregon b. How those assets compare to the rest of the US

**Action 3: Define appropriate target industries**

- a. Roger Lee will evaluate the target industry analysis issue & investigate funding options which may be available from the State
- b. Roger will present a recommendation to the Chamber Economic Development committee on July 29
- c. Roger will work with the Web Site Review Committee on Action 1 and Action 2 to determine how to proceed
- d. Roger and the Committee will present their recommendations to The Group of 5 who will decide to proceed or not to proceed

Responsible Party	EDCO Roger lee
Timeline	Present preliminary recommendation at the Econ. Dev. Committee meeting July 29
Budget	Est. \$10,000 possible need to do community specific Target Industry Analysis for Crook County/Prineville
Collaborators	Chamber, Chamber Economic Development Committee, EDCO, City & County
Success Indicator	A more refined definition of community assets that have “comparative advantage” A more specific list of target industries that would find those assets to have a comparative value

## Workforce Development

GOAL 1: Expand Educational opportunities to afford residents life-long learning and career development options and support the new economy.

**Strategy A: Coordinate and Promote workforce services, training, programs, and the value of education.**

### Action 1: Assess the current activities and opportunities to promote education

Responsible Party	James Shank
Timeline	June – August, 2002
Budget	\$0-250
Collaborators	Chamber, CC School District, Central Oregon Community College, Central Oregon Intergovernmental Council, businesses and students
Success Indicator	List of programs and contacts

#### Education & Workforce Training Opportunities

a. High school programs opportunities:

- leadership classes
- work experience programs – school to work programs
- mentor programs
- summer youth jobs
- on-the-job observation of different careers
- on-site career center
- available counseling/mentor at high school with college
- high school students taking credit courses at college level
- business job fairs
- career day(s)
- GED education
- Parent support: how to encourage your kids to higher education, “how-to” resources, scholarship information
- Community service mentor programs

b. College programs opportunities:

- GED/ABE (Adult Basic Education classes) – COCC
- Distance learning - COCC
- MATC (Manufacturing and Applied Technology Center) - COCC
- Workforce Basics, job readiness training – COCC
- Sector Based Training, specific training for industry – COCC
- Community Education – COCC
- Business Development Center, counseling and small business classes, COCC
- OSU opportunities – full program + ?

c. Current Workforce improvement opportunities:

- Federal programs for qualified laid off workers such as NAFTA/Trade Act
- Oregon Career Information System (CIS) and Oregon Labor Market Information System (OLMIS) for research on new careers, education, and labor market information.



- COIC job readiness programs; interviewing skills, resume writing, skills testing
- Registration with Employment Department for job search. Local, state, federal.
- JOBS +, job development/Department of Human Services/Employment Department
- Vocational Rehabilitation, Veteran services (OED), Department of Human Services

Development Opportunities for Employers

- a. Work Force/Labor Market Assessment. Request OED Regional Economist for/to survey to determine:
  - Skill identification as a component of workforce recruitment and retention. (Oregon Employment Department, COCC, COIC)
  - Wages to income and wage stats for the area (Oregon Employment Dept.)
  - Benefits
  - Hiring/Interview processes
  - Child care issues
  - Transportation issues
  - Population
  - Demographics
  - Current workforce skill pool
  - Occupational trends and forecasts
- b. Identify Employer Training Opportunities currently available
  - COCC Customized training for specific skill/industry
  - JOBS +
- c. Compile contact information on General Business Assistance Resources
  - OTTER (Oregon Tax Employer Reporting –free)
  - Work Share Program
  - Work Opportunity Tax Credit
  - Jobs +
  - Oregon Business Guide – start your own business
  - Rapid Response Teams for closures, lay-offs/ on-site services
- e. Compile a list of additional potential Collaborators and Promoters:
  - School district newsletters
  - Library
  - Parent/Teacher association
  - Work sessions (scholarships in particular)
  - Teachers
  - Counselors
  - Business community
  - Community service
  - FAN (Family Advocates in the school system)

**Action 2: Measure effectiveness of current programs**

Responsible Party	Gary Peterson, CC School Dist
Timeline	September – November , 2002
Budget	\$0-250
Collaborators	School, Businesses, students
Success Indicator	Document that address strengths and weaknesses of current programs

**Action 3: Determine improvements for current programs and what additional programs are needed**

a. Promote current workforce opportunities to improve skills, change careers

Responsible Party	Laurel Werhane, Employment Department
Timeline	June 2003 – June 2004
Budget	\$0
Collaborators	Schools, Chamber, businesses, students, Library
Success Indicator	Document addressing improvements for existing programs and the new programs that should be added.

**Strategy B: Expand higher education presence in Crook County by making it more accessible, affordable and flexible.**

**Action 1: Assess need for higher education programs and flexibility**

Responsible Party	Laurie Adams, COCC
Timeline	September to November 2002
Budget	\$0
Collaborators	Businesses, government agencies, students
Success Indicator	List of needed programs

**Action 2: Measure effectiveness of current programs.**

Responsible Party	Gary Peterson, School District
Timeline	September to November 2002
Budget	\$0
Collaborators	Schools businesses, students
Success Indicator	Document that addresses strengths and weaknesses of current programs

**Action 3: Determine improvements of current programs and additional programs needed**

Responsible Party	Laurie Adams, COCC
Timeline	June 2003-June 2004
Budget	\$0
Collaborators	Schools, businesses, chamber and OED
Success Indicator	Document addressing improvements for existing programs and the new programs that should be added.



## Quality of Life

GOAL 1: Construct new community facilities and activities to enhance Quality of Life and recreational opportunities

### Strategy A: Construct new recreational facility.

#### Action 1: Develop funding for a feasibility study, solicit Requests for Proposals (RFPs), and contract with consultant to complete feasibility

- Determine potential users
- Determine services to be offered
- Determine locations
- Design and plan

Responsible Party	Kim Kambak
Timeline	August 2002
Budget	\$30,000-\$50,000
Collaborators	City, County, Schools, Parks & Recreation
Success Indicator	“Go” or “no go” for project

#### Action 2: Develop budget and funding for construction and operation

Responsible Party	Kim Kambak
Timeline	December 2002
Budget	See Action 1
Collaborators	City, County, Schools, Parks & Recreation
Success Indicator	Funding secured to start construction through passage of initiative

#### Action 3: Design & build the Recreational Facility

Responsible Party	Kim Kambak
Timeline	December 2004
Budget	\$2,000,000-\$6,000,000
Collaborators	City, County, Schools, Parks & Recreation
Success Indicator	Recreation center built and open

## GOAL 2: Revitalize Downtown Prineville

**Strategy A: Encourage the revitalization of Downtown area to include vibrant diversified shopping opportunities in a pedestrian friendly environment catering to residents and visitors.**

#### Action 1: Get buy-in from city council, to educate and enforce plans and ordinances.

- Work with planning department to develop proposal to council
- Take base-line photos of problem areas
- Encourage personalized contacts between Planning Department and non-compliant



- business and property owners
- Support adoption of a plan or resolution to alleviate parking problems

Responsible Party	Planning department, Evelyn Wood
Timeline	July 2002
Budget	N/A
Collaborators	City, Council, Chamber
Success Indicator	Resolution from council

**Action 2: Develop LID, Urban Renewal District or some other type of taxing district to fund downtown improvements**

Responsible Party	Planning Department, Don Wood
Timeline	December 2002
Budget	City budget to be determined
Collaborators	Property owners, chamber, businesses
Success Indicator	City Council and businesses pass resolution

**Action 3: Explore and package other funding options for Downtown improvements**

- USDA RD
- USFS
- Community Incentive Funds
- Private Foundations
- Needs & Issues list inclusion of projects to COIC
- Federal, state, nonprofits, business networks, Development community and volunteer opportunities

Responsible Party	Don Wood
Timeline	Ongoing
Budget	\$0
Collaborators	Downtown development Association
Success Indicator	Short list of funding options to pursue

**Action 4: Identify and designate organizations and individuals with ability to track and write project grants**

- USDA RD
- USFS
- Community Incentive Funds
- Private Foundations
- Needs & Issues list inclusion of projects to COIC
- Federal, state, nonprofits, business networks, community development and volunteer opportunities

Responsible Party	Brenda Comini, Christine Lewis
Timeline	Ongoing
Budget	NA
Collaborators	COIC, Central OR Grant Writers Assoc., foundations, COCC
Success Indicator	Grants





**Action 5: Renovate storefronts**

- Get business owner agreements
- City agreement
- Façade grant program

Responsible Party	Don Wood
Timeline	December 2002
Budget	To be determined
Collaborators	City, business owners on block
Success Indicator	Signed agreement

**Action 6: Rebuild old Ochoco Inn**

- Get business owner agreements
- City agreement
- Façade grant program

Responsible Party	Don Wood
Timeline	December 2002
Budget	To be determined
Collaborators	City, business owners on block
Success Indicator	Signed agreement

**Strategy B: Clean up entries to communities to make them attractive and inviting****Action 1: Take the adopted city plan and proceed with implementation**

Responsible Party	Cheryl Rhoden, Fairgrounds Advisor Board
Timeline	October 2002
Budget	Check city allocations & develop
Collaborators	City, businesses, OSU Ext. Service, local nurseries,
Success Indicator	Inviting entries to Prineville

**Action 2: Explore ongoing maintenance funding issues**

Responsible Party	Cheryl Rhoden, Fairgrounds Advisor Board
Timeline	Ongoing
Budget	NA
Collaborators	City, local nurseries, OSU Ext. Services
Success Indicator	Continuing maintenance



**Action 3: Change and upgrade signage at major town entry points**

- Design
- Install
- Develop a budget

Responsible Party	Cheryl Rhoden, Fairgrounds Advisor Board
Timeline	December 2002
Budget	To be determined
Collaborators	Parks & Rec., Chamber, City, schools, garden clubs
Success Indicator	A Plan

**GOAL 3: Plan and Implement cultural events**

**Strategy A: Organize and implement 2 events per year**

**Action 1: Identify event or focus**

- Find Champion for each event
- Help them organize and implement event
- Ideas include: Les Schwab day, concerts, sled dog races, light parade, car shows, Real Cowboys come to Prineville, wagon trips

Responsible Party	
Timeline	
Budget	
Collaborators	
Success Indicator	

**Action 2: Educate Seniors to get their support. Set up support network for event ideas and define the process and pitfalls.**

Responsible Party	
Timeline	
Budget	
Collaborators	
Success Indicator	

**Action 3: Establish Community Calendar on website**

Responsible Party	
Timeline	
Budget	
Collaborators	
Success Indicator	



## Infrastructure Development

GOAL 1: Address Infrastructure deficiencies and expand infrastructure to meet current and future demand.

### Strategy A: Fund and begin implementation of existing transportation plans for the city and county

#### Action 1: Replacement of Crooked River Bridge

Responsible Party	Dick Brown
Timeline	2005
Budget	?
Collaborators	City, County, ODOT, Construction Co.
Success Indicator	Construction completed

#### Action 2: Complete Millican Road Extension

- Right of Way Acquisition
- Environmental impact
- Funding task force
- Funding Secured

Responsible Party	Scott Cooper
Timeline	2010
Budget	Counties, state or federal resources or Toll Road. Budget to be determined
Collaborators	ODOT, Congressional COACT
Success Indicator	Construction completed

#### Action 3: Complete Phase 1 Truck Route through Prineville

Responsible Party	Dick Brown
Timeline	11/02
Budget	
Collaborators	City, ODOT, County
Success Indicator	Phase 1 construction completed

#### Action 4: Complete Secondary Access from Prineville to Powell Butte

- Conceptual design next 2 years
- Route planning
- Inclusion into TSP
- Funding

Responsible Party	Mike Mohan
Timeline	2005
Budget	\$20,000 to \$50,000 Public
Collaborators	ODOT, City, County, land owners
Success Indicator	On City & County TSP



**Action 5: Place TSP on website(s) for the City & County. Include a spot for project updates**

Responsible Party	Bill Zelenka, Dick Brown
Timeline	Fall 2003
Budget	?
Collaborators	City, County, Chamber
Success Indicator	Completed Website(s)

**Strategy B: Expand Telecommunication Infrastructure**

**Action 1: Development of a Task Force to identify deficiencies**

Responsible Party	Diane Bohle
Timeline	Fall 2002
Budget	\$5,000
Collaborators	City, County, Chamber, COIC,
Success Indicator	Report detailing deficiencies and recommended improvements

**Action 2: Develop service plan that identifies potential new markets**

- Possible providers Qwest or Quantum

Responsible Party	Diane Bohle
Timeline	2003
Budget	\$5,000
Collaborators	Les Schwab, COIC, COCC, OSU, PMH, City, County
Success Indicator	Plan developed for Implementation

**Strategy C: Address infrastructure deficiencies to provide adequate sewer and water facilities**

**Action 1: Secure sufficient water rights**

- Acquire existing groundwater rights
- Acquire new surface water rights – Prineville reservoir
- Acquire new groundwater rights

Responsible Party	Henry Hartley
Timeline	2003
Budget	\$20,000
Collaborators	City, DOR, WRD, County
Success Indicator	Secure water rights for 50 years of growth



**Action 2: Implementation of short-term water master plan items**

- Gardner Road Loop
- 2.5 million gallon water storage
- Replacement of woodstave waterlines

Responsible Party	Dick Brown
Timeline	2005
Budget	\$4,000,000
Collaborators	City
Success Indicator	Construction completed.

**Action 3: Double sewer system capacity**

- Secure new facility permits
- Building of expanded facilities

Responsible Party	Henry Hartley
Timeline	2004
Budget	\$9,000,000
Collaborators	City, County
Success Indicator	Construction completed.



# Crook County/Prineville ECONOMIC SUMMIT

Action Plan for Economic Development  
June 2002

## **Appendixes**

Appendix 1: Self-Assessment for Business Development Assets

Appendix 2: Contacts and Resources





# **Appendix 1:**

## **Self-Assessment for Business Development Assets**

### **Overview**

In May 2002, RDI initiated an assessment of Crook County/Prineville's business development assets. This assessment was designed to identify key issues that could be addressed as opportunities. The following findings and recommendations were derived from the Self-Assessment for Business Development Assets that was conducted by the Summit Business Development Sub-Committee on May 13<sup>th</sup>, 2002. The results were used at the Crook County Prineville Economic Summit to provide Action Strategies for the Vision 2010 business development goal "*Strengthen the local economy with new business, business retention and tourism*".

### **Summary**

#### **Community Image & Message**

##### **FINDINGS:**

- The community has multiple logos.
- Branding is not consistent. The Chamber is developing a tag line.
- The Chamber is developing new promotional materials.

##### **RECOMMENDATIONS**

1. Crook County/Prineville needs/ must have consistent promotional materials.

#### **Marketing your Community**

##### **FINDINGS:**

- The Chamber does not have any materials to use for trade shows. They would like to have a Display Board and nice photographs and good consistent promotional materials.
- The Chamber has no funding to pay for travel to participate in regional trade shows.

##### **RECOMMENDATIONS**

1. Develop a funding strategy from local or external sources.

#### **Marketing your Web Site**

##### **FINDINGS:**

- Prineville can raise consciousness through the web site
- Annual maintenance may be a funding issue. Each "partner" to the site, must keep-up and maintain its own web pages.

##### **RECOMMENDATIONS**

1. All the community, business, organizations, agencies need to be hooked to the "community" web site.
2. Community Web Site Address must be disseminated on all community materials

#### **Prospect Recruitment**

##### **FINDINGS:**

- Leads generated by local community members aren't always coordinated with EDCO.
- Prospect Anonymity cannot be guaranteed by the City & County.
- No single or consistent package of marketing materials exists to give prospects.



- CC/Prineville needs to make sure that they have the correct Target Industries identified.

#### **RECOMMENDATIONS**

1. An updated Target Industries market analysis should be done.
2. EDCO needs to pass on to the community any news stories that they distribute.
3. Need better communication linkages between EDCO and the Community
4. A strategy needs to be developed to insure anonymity to prospects that require it.

#### **Community Presentation & Introduction to Prospects**

##### **FINDINGS**

- EDCO does a good job of sending in prospects but the community could do more to support those efforts.
- There is no single point of contact for prospects.

##### **RECOMMENDATIONS**

1. Need a single POINT of CONTACT
2. Must have an empowered Point Person
  - This person should not work for the City or the County
  - A single person needs to be able to remove red tape
  - Should be a local person who knows everyone
  - Should be located physically in the Chamber
3. All community contact people must have Consistent materials & information to provide to prospects

#### **Business Retention & Expansion**

##### **FINDINGS**

- Local business retention and expansion efforts could be greatly improved

##### **RECOMMENDATIONS**

1. Set up a Downtown Merchants Association
2. Establish a Business Assistance Team program
3. Create “Opportunity Knocks” Teams
4. Develop a retail recruitment program

#### **Local Organization Structure to Support Recruitment Efforts**

##### **FINDINGS**

- No formalized coordination structure exists between the Chamber, City, County, and other local economic development groups.
- There is not “single point of contact”.

##### **RECOMMENDATIONS**

1. Establish secure agreement from all parties for roles, protocols and programs that will support effective communication, coordination & cooperation of external and internal business recruitment, retention & expansion efforts.

## Appendix 2: Contacts and Resources

### Participants

Name	Last	Org/Business	Committee
Cindy	MacDonald	City of Prineville Planning Department	
Laurie	Adams	COCC	Workforce
David	Blair	Senator Wyden's office field representative	Infrastructure
Jerry	Blank		Bus. Dev
Mysten	Bohle	OSU Extension Service	Quality of Life
Dick	Brown	Crook County Fairgrounds & Fair Board	Bus. Dev
Jim	Bryant	ODOT	Infrastructure
Andrea	Carlson	Oregon Economic & Community Development Dept.	Quality of Life
Merrie Sue	Carlson	OECD Key Industries Development	Quality of Life
Brenda	Comini	City Council Member	Quality of Life
Scott	Cooper	Judge, Crook County	Bus. Dev
Jerry	Crafton	Crook County	
Mark	Diamond		Infrastructure
Barrie	Durfee	Hooker Creek Ranch	Infrastructure
Doug	Ertner	Central Electric	Infrastructure
Jerry	Freund		
Gordon	Gillespie	Bowman Museum	
Gary	Goodman	Prineville Disposal	Quality of Life
Sally	Goodman	Prineville Disposal	Quality of Life
Henry	Hartley	Prineville City Manager	
EJ	Honton	CLARO	Bus. Dev.
Ray	Hoyt	Ochoco Lumber Representative	Bus. Dev
Ric	Ingham	COIC	Infrastructure
Roger	Lee	Economic Development for Central Oregon	Bus. Dev
Yung	Lee	Economic Development for Central Oregon	Infrastructure
Christine	Lewis	CORHA (Central Oregon Regional Housing Authority)	Quality of Life
Glenda	Lile	Prineville Insurance	Quality of Life
Michael	Mohan	Commissioner elect	Infrastructure

<b>Name</b>	<b>Last</b>	<b>Org/Business</b>	<b>Committee</b>
Peggy	Morgan	Coldwell Banker Sun Country Realty, Inc.	Infrastructure
Brett	Nelson	Chamber Board?	Bus. Dev
Ken	Nelson	Trophy Development	Quality of Life
Mark	Nyman		
Patsy	Owens		Quality of Life
Gary	Peterson	Crook County School Dist	Workforce
Robert	Raimondi	Oregon Economic & Community Development	Workforce
Dorless (Dee)	Reid	OMCO & City Council	Workforce/QofLife
Ted	Reid	OMCO Ochoco Manufacturing Company	Quality of Life
Pam	Reinhart		
Sheryl	Rhoden		Quality of Life
Jeff	Robberson	Robberson Ford	Bus. Dev
Gary	Romine	Prineville Economic Promotions	Quality of Life
Bill	Schaffer	Central Oregonian	Bus. Dev
Chuck	Schirm	Mountain View Investments	
Kevin	Secard	Oregon Employment Dept	Workforce
Jim	Shank	Shank Art and Book Gallery	Bus. Dev
Bob	Sloan	City of Prineville Railway	Infrastructure
Bruce	Sorte	OSU Community Economist	
Dan	Steelhammer	Caldwell Banker Commercial	Bus. Dev
Riley	Stock	Retired	Bus. Dev
Linda	Swearington	Eagle Crest Spokesperson	Bus. Dev
Mary	Thurman	The Associates Real Estate	Bus. Dev
Steve	Uffelman	City of Prineville	Bus. Dev
Todd	Vallie	Pres, Community First Bank	Bus. Dev
Don	Wee	Pioneer Memorial hospital	Workforce
Laurel	Werhane	Oregon Employment Dept	Workforce
Diane	Williams Bohle	Prineville-CrookCounty Chamber of Commerce	Bus. Dev
Don	Wood		Quality of Life
Bobbi	Young	Chamber Economic Development Committee	Bus. Dev
Bobbi	Young	Bank of the Cascades	Bus. Dev
Bill	Zelenka	County Planning	Bus. Dev/Infra.

<b>Name</b>	<b>Last</b>	<b>Org/Business</b>	<b>Committee</b>
Felice	Jackson	Rural Development Initiatives, Inc.	
Craig	Smith	Rural Development Initiatives, Inc.	
Kathi	Jaworski	Rural Development Initiatives, Inc.	

**Other contributors:**

Diane	Coyle	Wells Fargo Bank	
Bill	Crawford	Oregon Parks and Recreation Department	
Larry	Kine	Developer	
Bob	Komoloske	Ochoco Thriftway	
Jim	Lane	Prineville Mens wear	
Ed	Lane		
Chris	Moore	Natural Structures	
Tom	Moore		
Mark	Severson	Barr's Café	
Dr. Paul	Slater	Prineville Chiropractic	
Shelly	Slater	Prineville Chiropractic	
Jim	Smith	Central Oregonian	
Mark	Stafford	Stafford Inn	
Marla	Stafford	Stafford Inn	

## **Rural Development Initiatives, Inc.**

Kathleen Jaworski, Executive Director

Felice Jackson, Central Oregon Regional Community Development Coordinator

Craig A. Smith, Senior Staff Community Development Coordinator

Heidi Clark, Program Assistant

1410 Oak Street, Suite 102

Eugene, Oregon 97401

Phone: (541) 684-9077

FAX: (541) 684-8993

E-mail: [rdi@rdiinc.org](mailto:rdi@rdiinc.org)

Website: [www.rdiinc.org](http://www.rdiinc.org)