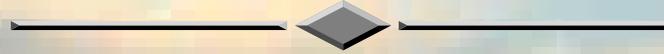




South Central Oregon Economic Development District



Comprehensive Economic Development Strategy 2013-2018 Plan

Adopted November 2013

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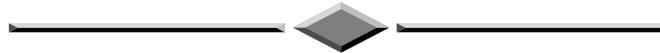
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INTRODUCTION



The 2013-2018 South Central Oregon Economic Development District (SCOEDD) Comprehensive Economic Development Strategy provides a comprehensive overview of the region, its people and economy and addresses the goals and strategies for moving the region forward.

This strategy serves as the five year strategic plan for the South Central Oregon Economic Development District (SCOEDD) serving Klamath and Lake Counties. It is intended to guide the policies and investments of the two counties' efforts to improve the regional economy in a sustainable manner.

Our vision for the future of Klamath and Lake Counties is a thriving economy, rooted in our local renewable resources, the resourcefulness of our people, and our willingness to work together for the mutual benefit of all of our citizens.

The goals and strategies outlined in this document will guide the region in its overall mission:

To build cooperation and collaboration between private, public and community entities that supports the creation of wealth through:

- ❖ A more diversified jobs base providing a resilient economy and quality jobs that contributes to a rising standard of living.
- ❖ An economy that draws on its agricultural, geothermal, and solar resources and is a leader in the development of alternative, sustainably-produced energy and the technologies that uses it.

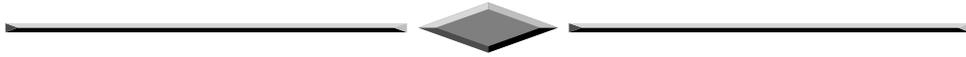
- ❖ Coordinated education and training opportunities for local residents that provide our workforce with a spectrum of skill levels and ensures that prosperity is broadly shared among the population.
- ❖ A transportation system that enhances our quality of life, maintains pace with the changing regional transportation priorities, enhances the economy, and is managed in a responsible and responsive manner

Funding for this report and SCOEDD professional staff is made available through a planning grant (07-83-06867-01) awarded by the U.S. Department of Commerce, Economic Development Administration (EDA). EDA funds are matched by local contributions received from Lake County and the City of Klamath Falls.

The Comprehensive Economic Development Strategy (CEDS) is a locally initiated planning process designed to create employment opportunities and foster a more stable and diversified “local economic community”.

The CEDS aims to improve local economic conditions and to alleviate persistent unemployment and underemployment where such conditions exist. It identifies opportunities for creating and retaining jobs, raising income levels, diversifying the economy, and improving the quality of life to attract jobs.

OVERVIEW



ECONOMIC DEVELOPMENT CONDITIONS AND TRENDS IN THE REGION

Economic development typically faces strong challenges in Lake and Klamath Counties due to geographic isolation, insufficient infrastructure, and limited markets. Additionally, the extreme decline in the region's historic timber industry and the impacts of the recession and resulting downturn in the housing industry has extracted a great toll on the economy.

From 2007 to 2012, annual employment in both Klamath and Lake Counties has declined by 3,190 jobs or 12 percent. The largest job loss was in the Construction Industry which lost 630 jobs (43 percent decline). Wood Product Manufacturing shed 510 jobs or 30% of its employment base, however even with that loss, the region still has a strong dependence on Wood and Forest Products compared to both the State and the Nation.

STRATEGIES TO ADDRESS PRIORITIES AND ACHIEVE GOALS

A major part of the implementation of this CEDS specifically deals with the development of a strong, diversified economic base plus the development of renewable energy industries. Future economic development efforts need to focus on entrepreneur development and opportunities to develop value-added processing, high price niche markets, or simply more diverse natural resource based industries such as renewable energy.

The regional goals, strategies and implementation plan were developed with considerable input and discussion from the business community, regional economic development professionals, civic leaders and the regional board. Focus group meetings were held with TEAM Klamath and Lake County's Economic Development Committee, with banking representatives and commercial realtors, with both large and small employers to discuss workforce issues and with Oregon Institute of Technology and Klamath Community College students and staff to discuss business incubation needs.

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis held with TEAM Klamath identified opportunities to do a targeted marketing campaign to small and medium size businesses. Out of this process we have also identified the need to update

an existing industrial site database for properties available for lease and/or sale. Streamlining of the regulatory process has also been discussed as a critical need for new investment to happen. The banking focus group identified lack of collateral and/or a local guarantee fund to support medical startup businesses. Other groups have prioritized retention and expansion of existing businesses and specifically identifying ways to reduce costs of doing business. Revitalization of downtowns has also been highlighted as needed.

Through this process the region has adopted the philosophy that the foundation of its strategic economic development plan would rest on the key elements listed below working in harmony in order for the region to successfully CREATE jobs.

C	Community Development
R	Retention of Existing Business
E	Expansion of Existing Business
A	Attraction of Investment and Talent
T	Trained Workforce
E	Entrepreneurship

Economic Development priorities and goals

Based on the opportunities identified in the Opportunities for Growth and Investment section of this plan the following goals have been adopted:

- Create economic opportunities by maintaining and improving our public infrastructure and capitalizing on our natural and cultural assets
- Work with existing industries to retain and expand quality jobs in the region, resulting in increased jobs, capital investment, and wealth retention
- Attract new private sector investment to the region through:
 - Targeted recruitment and assistance to businesses wanting to locate in the region;
 - Support for renewable energy and energy generation projects;
 - Development of revitalization strategies for downtowns;

- Facilitation of timely maintenance and improvements to public infrastructure that supports increased economic opportunities.
- Work with industry, entrepreneurs, and public entities to ensure workforce training opportunities are aligned with the needs of regional employers
- Expand new business formation in the region by focusing on entrepreneur development programs.

Some key strategies for the region include:

- ✓ Expansion of assistance programs and resources for the region's entrepreneurs.
- ✓ Develop initiatives to help early stage companies and new ventures with access to experts, business planning, investors, and other capital needs
- ✓ Partner with Lake County Resources Initiative (LCRI) on using the Innovation and Learning Center to expand on renewable energy innovation
- ✓ Identification of land for industrial development and the implementation of a targeted industry recruitment program.

Major Projects, programs and activities

The Implementation/Action plan identifies the regions action plan for 2013-2015 plus priority projects, lead organizations and potential funding sources that could assist in reaching each of the regional goals. The types of project fall into three categories:

1. Economic Development Planning
2. Technical Assistance
3. Infrastructure Improvements and Essential Community Services

Included in the **South Central Oregon Economic Development District Technical Report** is an overview of *The Region*, updated demographic information on *Our People* and *Our Economy* along with an analysis of our economic base along with the identification of our key traded clusters, emerging clusters and the economic outlook for the region.

ECONOMIC DEVELOPMENT DISTRICT

The South Central Oregon Economic Development District (SCOEDD), formed in 1999, serves as the primary conduit for regional economic development resources for Klamath and Lake Counties in Oregon. It provides the professional staff to support economic development planning on a regional basis and the individual economic development efforts of Lake County and Klamath County. SCOEDD also manages and administers regional grant and loan programs.

The District, an ORS 190, is governed by a 23 member board of directors that includes representation from the counties, cities, and private sector throughout the region (See Appendix for listing of board members). The District appoints an executive committee to directly oversee the staff and finances of the organization.

Four in-house professional staff serves the SCOEDD Board of Directors plus provides administrative support to the South Central Oregon Area Commission of Transportation (SCOACT) and the Klamath Lake Regional Housing Center dba as the Center for Community Renewal. The staff is comprised of an Executive Director, Economic Development Specialist, Accounting/Finance Specialist and Economic Development Associate. The Economic Development Specialist staffs the business retention/expansion and recruitment outreach efforts for Lake County.

District Executive Board Members

Dennis Linthicum, Chair

Ken Kestner, Vice Chair

Ernie Palmer, Treasurer

Brad Winters, Immediate Past Chair

Nathan Cherpeski

Ray Simms

Mark Douglas

Trey Senn

Coordination with agencies involved in economic development

The South Central Oregon Comprehensive Economic Development Strategy's effectiveness is based on a collaborative network of agencies and organizations that collectively work to meet the regional goals. In Klamath County, TEAM Klamath provides a coordinating mechanism for "economic development at the speed of business". In Lake County an informal economic development network has met to identify opportunities for coordination. Through the collective expertise of all participants, the region is able to leverage resources and strategically address the goals set forth in this Strategy. See **Appendix C and D** for more information on the economic development partners, services they provide and contact information.

EVALUATION OF PERFORMANCE

Moving forward the key indicators of success for the region will be based on the following objectives:

- Increase average wages to statewide average
- Lower the unemployment rate to less than statewide average
- Increase the number of locally formed businesses
- Reduce business dampening expenditures by improving air quality and keeping power, water and sewer rates low
- Increase local opportunities to keep our trained youth and college graduates in the community.
- Diversify the economy by creating economic opportunities in renewable energy and energy efficiency

As of June 2013, the 24 month unemployment rate for the region is 11.8 percent compared to 8.1 percent nationally and 8.7 percent statewide. As shown in Table 1, Klamath County’s unemployment rate has trended at about three and half percentage points above the national average while Lake County has reached a four and a half percentage point gap in the last couple of years. As of July 2013, Lake County has an unemployment rate of 11.9 percent – 4.5 percentage points above the national rate of 7.4 percent.

Table 1. Unemployment Rates

Area	2010	2011	2012
Oregon	10.7	9.6	8.7
United States	9.6	8.9	8.1
Klamath	13.3	12.3	11.7
Lake	13.6	13.2	12.8

2011 per capita income in the two-county region is at 72 percent of the national per capita income in Klamath County and 77 percent in Lake. This is a gain from the year 2006 for Lake County but still well below the state average.

Table 2. Per Capita Income as a Percent of US

	2007	2008	2009	2010	2011
Oregon	91%	91%	91%	91%	90%
Klamath	72%	71%	73%	74%	72%
Lake	68%	69%	73%	74%	77%

As depicted in **Table 3 Average Wage per Jobs** are also at or less than 70 percent of the national average with 2012 average wage per job at \$34,490 in Lake County and \$34,067 in Klamath. This compares to a 2012 average wage in Oregon of \$44,273.

Table 3. Average Wage Per Job as Percent of National Average

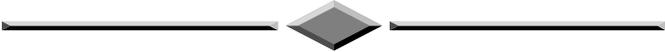
	2008	2009	2010	2011	2012
Oregon	90%	89%	89%	87%	90%
Klamath	71%	71%	71%	68%	69%
Lake	69%	68%	69%	69%	70%

From 2000 to 2009, poverty rates have increased by nearly nine percentage points in Klamath County and 5.4 percentage points in Lake County.

Table 4. Poverty Rates

	2000	2009
Klamath	14.3%	23.0%
Lake	15.2%	20.6%

STRATEGIC ISSUES



The following strategic issues have been identified as potential barriers to development which need to be addressed:

INFRASTRUCTURE

Many of our rural communities suffer from a lack of physical infrastructure that not only supports business and industry, but also provides basic services, such as water, sewer and electricity.

Rural communities across Klamath and Lake Counties are still struggling to provide many of the basic infrastructure needs that citizens in more urban areas take for granted. One of the barriers in meeting infrastructure needs in these communities is funding. Another is having the expertise in rural communities to do feasibility studies, planning, engineering and architectural studies and to manage small or large-scale capital improvement projects.

Water - Many of the 48 water systems with 25 or more hook-ups throughout the region are in need of repair due to age. Costly repairs continue to drive up the rates charged to homeowners, making repair unfeasible in the smaller, distressed communities such as Bly, Chiloquin, Crescent, Gilchrist and Merrill.

The City of Merrill needs about \$2.5 million in improvements to the City's water system including a new 500,000 gallon water tank, pump station, new well and well house, and telemetry and controls.

Water Storage - A coalition of farmers, ranchers and fishermen have agreed they would all benefit from improved water storage capabilities in the upper Klamath Basin. Farmers need reliable supplies of water for irrigation. Fishermen need sufficient water for fish, and it needs to be cold water.

Sewer - North County communities require sewer capacity for growth, however the traditional centralized sewer system is expensive for small communities and developers. The user base is small and cannot afford the high per capita construction costs let alone pay for the ongoing day to day operation and staff required. There are many new technology on-site and decentralized waste

water systems available and approved for use by the state and federal government. These new alternatives cost a fraction of what communities are accustomed to paying, and their maintenance cost is extremely low.

The City of Klamath Falls Wastewater Division's Facilities Master Plan has identified \$40 million in improvements necessary to upgrade the 50 year old treatment plant. The City as well as other stake-holders in the community is currently negotiating compliance with new Total Maximum Daily Load (TMDL) standards scheduled to be adopted by DEQ in the near future. Compliance costs are dependent upon the standards ultimately adopted but phosphorous reduction technology alone could well exceed \$8 million and the cost to mitigate temperature is unknown at this time.

Rail –The Lake County Railroad runs approximately 55 miles between Lakeview, Oregon and Alturas, California. It was originally the Nevada-California-Oregon, a 3 foot narrow-gauge railroad that entered Lakeview in 1912. In 1926 it was purchased by the Southern Pacific Railroad and in 1927/1928 was converted to the US standard gauge of 56 ½ inches. At the same time the SP removed the light narrow gauge rail and replaced it with rail that weighed 75 and 90 lbs per yard. This rail is still in place today.

When Lake County purchased the line it was with the original 1927/28 rail along with ties that went back as far as the 1930's. A couple of federal Local Rail Freight Assistance (LRFA) grants were used to improve the tie condition in critical places. However, at the same time the railroads were going to rail cars that weighed 286,000 lbs while the Lake County Railroad is limited to 265,000 lbs. This placed such shippers as Cornerstone Minerals and Collins Company Lakeview sawmill at a competitive disadvantage.

Revenues from freight are sufficient to operate the railroad and undertake minimal maintenance. However, income has never reached a level where major replacement of critical track infrastructure is fiscally possible. Connect Oregon funds have been used to improve portions of track but without an additional infusion of dollars the railroad will remain a hand-to-mouth operation. In addition, shippers will find it more difficult to serve existing customers and the ability to expand their businesses will be constrained.

Both Union Pacific and BNSF have main rail lines servicing the Klamath Falls area The Chemult/California corridor has the third highest rail volumes in the state because this is where north-south UPRR traffic merges with BNSF traffic along the Oregon Trunk rail line. However, most of the rail traffic is moving through the Klamath Region, not moving freight in or out of the region. This is also one of the lowest density truck traffic regions in the state. The unique rail dynamics of this region would support large-scale rail customers that are not there today and may provide rare access to both Class I rail lines.

Highways - U.S. Route 97, a major north-south highway which runs through the state of Oregon from the Oregon-California border, south of Klamath Falls, to the Oregon-Washington border on the Columbia River is a significant contributor to the economy of South Central Oregon. This highway is a designated expressway and freight route, and at the State level it is the third highest priority route, after I-5 and I-84. The region needs to continue coordinating with Oregon Department of Transportation (ODOT) and federal and state legislators to access funding for improvements and widening of this highway for both economic and safety reasons.

A study completed in 2008 by ODOT, who interviewed 50 carriers, 19 shippers and 12 farmers to determine the use of the highway for shipping cattle, hay, potatoes and other materials and products, shows the road's condition is negatively affecting regional producers. Today's feedlots are set up for end-load trailers so the older center-load trailers don't work. Using smaller trucks costs more to haul the same amount of material as a larger truck. Salt Lake City is becoming an increasingly larger distribution center to the West coast. There is no good alternative route unless you go as far South as Reno Nevada or North to Highway 20.

Multiple improvements along Highway 140 between Klamath Falls to Lakeview and Lakeview to the Nevada state border have been identified. HB 2001 the Jobs in Transportation ACT has provided \$23 million dollars in funding to help fund improvements between Klamath Falls and the Nevada State Line. Recently improvements have been made at MP 21 on the Warner HWY between Lakeview and the Nevada State Line (Curve Correction); Beatty Curve at ~ MP 44 on the Klamath to Lakeview HWY (Curve Correction), Signal Improvements at the OR 140 & OR 39 Jct along with Signalizing the East Bound off ramp at OR 140 and Washburn Way – completes the “last mile” for freight to access business along the Washburn corridor and near the airport (Safety and Capacity). Scheduled future work will include a \$24 million dollar project: Deer Run – Ritter Rd (Bly Mtn), which goes to bid May 2014, which will realign an approximate 10 mile segment of OR 140 on the Klamath to Lakeview HWY.

Since the Klamath to Lakeview Highway currently has Freight Route status, the South Central Oregon Area Commission on Transportation has determined the priority to be making improvements as needed. Of those, curve corrections are being researched for the locations at MP 9+/- Olene Curve, MP 83 -85 Antelope Canyon; Snow fence -multiple locations and an alignment correction ~MP 48-49 Wolf's Landing on the Warner Hwy.

A total of \$70 to \$100 million in projects is still needed to bring the highway from Klamath to the Nevada State border to standards.

Streets and roads – declining revenue from county payments impacts the ability of local jurisdictions to fund street and road improvements and maintenance projects. For example, the City of Klamath Falls adopted budget identifies \$760,000 in funded street infrastructure projects through FY 13/14.

The City's pavement management system projects that the City will need to invest upwards of \$2 million per year over the next 20 years just to maintain an average condition on its street system.

Airports - The Klamath Falls Airport provides commercial airline service with Sky West, as well as general aviation facilities. The airport's primary runway is the second largest runway in Oregon and the airport is the home of the Oregon Air National Guard 173rd Fighter Wing.

During 2012 Kingsley Field was selected as one of the three Air National Guard installations in the United State to participate in a Public-Public, Public-Private Partnership program. This activity fully involved the community. The Klamath Falls Airport fully participated and out of the effort specific partnership projects are now being implemented. These include education, energy, and governmental efficiency programs. The critical factor for the P4 effort is to make Kingsley Field and the Klamath Falls Airport as efficient as possible, protecting it against potential future realignments. General and corporate aviation has been an important factor for Klamath Falls Airport since its establishment in 1931. Though general aviation nation-wide has declined a dedicated community continues to fly out of Klamath Falls.

The Lake County airport is developing a long range plan for the facility and looking at incorporating land adjacent to the airport for future industrial and/or business park development. Construction on one additional private hanger has been completed and the construction of the taxi-way and parking area for the helicopter business is in process.

The Malin Airport has received Connect Oregon funding for improvements that included paving the existing gravel runway as well as relocating and paving the current taxiway. They will also create a paved pad that will function for airplane parking, and serve as a heliport. Additional future improvements include a fueling station, runway lights, and permanent hangars.

FEDERAL GOVERNMENT INFLUENCES

Rural communities face daunting challenges for effective natural resource stewardship, strong local economies and quality jobs. Historically the production and extraction of food, fiber and fuel from public and private forests and rangelands played a central role in our economy. In recent years, the clash of competing values – resource utilization, species conservation, water quality, etc – has impeded both economic and conservation objectives.

Forestry Issues - 73.5% of Lake County's land base and 53.5% of Klamath County land is publicly owned and therefore subject to federal and state dictates on land and resource use. Over the past two decades, Federal forest lands have reduced their utilization of timber resources to 20% of prior levels, and a preference to move from timber harvests to stewardship contracting has further impacted the number of timber sales thereby decreasing timber receipts and county payments received. Both Lake and Klamath counties depend on these county payments (which provide an offset to the counties for lack of tax revenue from the public lands) to fund public services.

Because of the dominance of the Lumber and Wood manufacturing sector in the region, a steady, reliable supply of timber and forest resources are necessary to maintain this industry. Additionally, reducing public safety hazards also is a growing need in areas impacted by wildfire and other disturbances. The large scope of active management and restoration needed makes commercial timber harvest a vital tool and revenue source for management.

The Oregon Society of American Foresters supports commercial timber harvest as an appropriate objective and primary tool for healthy, sustainable forests on public lands in Oregon. Most of these lands are affected by laws that allow or mandate sustainable commercial harvest with resource management planning. Where fish and wildlife habitat, water quality, or recreation is a priority, commercial harvest can be compatible and even promote these values when carefully planned and supervised by professional foresters and other resource specialists.¹

The region must continue to find ways to work with the public land managers on the sustainable utilizations of our forests.

Air Quality Issues- EPA has designated the Klamath Falls Air Quality Zone (AQZ) as nonattainment for the 24 hour PM2.5 NAAQS. The AQZ includes all the areas of significant wood smoke emissions and all areas of potential growth of emissions within the geographic area contributing to violating monitor. In addition, the Lakeview Urban Growth Area has historically experienced air quality issues but is currently an attainment area. The Lake County Air Quality Committee is working with the EPA and DEQ to possibly be designated as a "Sustainment" area. With the more restrictive EPA criteria, the Town of Lakeview anticipates not being able to meet the new standards.

¹ Commercial Timber Harvest on Public Lands in Oregon - A position of the Oregon Society of American Foresters, *Adopted by the Executive Committee of the Oregon Society of American Foresters (OSAF), February 1, 2007.*

Because of the air quality issues, both Klamath Falls and Lakeview are facing very real air quality permitting challenges. These challenges range from the addition of more costly pollution control requirements, limited production capacity, and even the denial of air quality permits for some major source industries. Such challenges affect the communities' ability to retain existing businesses, encourage expansion of existing businesses, and attract new businesses.

Residential wood smoke is the single largest contributor of PM_{2.5} particulate emissions in both communities. In the Klamath Falls Nonattainment area, the Attainment Plan calls for reducing wood stove smoke and seek to find additional funds to assist with that effort. The sooner the community can achieve attainment with the national standards, the sooner the strict federal constraints on air quality permits for business and industry can be modified to those federally allowed for Maintenance areas. In the Lake County air-shed in and around the Town of Lakeview, the community already exceeds the national standards, which makes it difficult and more costly to permit major sources. However, a Nonattainment designation for PM_{2.5} fine particulates would exacerbate these challenges. If a Nonattainment designation can be averted, the community can avoid the mandatory implementation of strict federal constraints on air quality permits for business and industry. For both communities, addressing the federal constraints is needed to retain existing jobs, allow for business/industry expansions, and attract new businesses and industry. Additionally, local contractors and vendors will be essential to the proposed air quality project in both communities, as they will be installing the new heating systems and weatherization.

Another important contributor to air quality is smoke generated from public land controlled burns. Continued efforts to increase the potential for biomass utilization will help decrease the need to burn non-merchantable timber and slash.

Total Maximum Daily Load (TMDL) Requirements - A Total Maximum Daily Load (TMDL) is a calculation of the maximum amount of a pollutant that a water body can receive and still meet Clean Water Act water quality standards, and an allocation of that load among the various sources of pollutants. Pollutant sources are characterized as either point sources that receive a waste load allocation (WLA), or nonpoint sources that receive a load allocation (LA).

The Upper Klamath Lake TMDL released in 2004 includes the Williamson, Sprague and Sycan Rivers, tributaries which send a heavy nutrient load into Upper Klamath Lake and in turn the Klamath River. The TMDL plan aims to reduce phosphorous in the lake through restoration and adaptive management but will likely need a tight mainstream TMDL that mandates strong pollution limits at the Lake's output to have a meaningful impact on Upper Basin land use.

In December 2010, the Oregon Department of Environmental Quality issued a draft TMDL order for the Klamath River that, when approved by EPA, will require the water to be cleaned to a level that the community feels is not feasible. While entities affected by the order are still not certain how much federal pollution reductions will cost – estimates have ranged from \$2 million to \$200 million. In February the City of Klamath Falls, Klamath County, Columbia Forest Products, PacifiCorp, South Suburban Sanitary District, and Klamath Water Users Association (representing irrigators) filed a petition with ODEQ asking for reconsideration. ODEQ has agreed to review and possibly amend its pollution reduction mandate.

Probable cumulative impacts of the costs to implement the TMDL include multi-million dollar capital expenditures, significantly increased annual operation and maintenance costs, and potential negative impacts on jobs and the economy in the Klamath Basin.

LOCAL GOVERNMENT FINANCING

Historically, the federal government paid Klamath and Lake Counties a percentage of funds generated from the sale of timber on federal lands located within the counties. When timber sales declined, the federal government compensated the counties with direct payments. During the 1990s when the federal timber funding was at its peak, Oregon voters approved Ballot Measures 5 and 50, which placed constitutionally applied fixed limitation that restrict local government property tax revenue. Passed in 1995, Ballot Measure 50 set permanent tax rates for local government, at 1997 levels. The substantial amount of federal timber funding in the 1990s caused the permanent tax rate levels to be fixed artificially low. This created a tax rate, that when the timber money is removed, the revenue is inadequate to fund County services.

Further, the decrease in the local property tax revenue created by job loss, foreclosures and empty homes that is reflective of the current economic down turn that began in 2008, coupled with the loss of timber funds and the economical, political and social climate presents a fiscal crisis for local government and has forced difficult decisions with regards to public services delivery.

QUALITY JOBS

Quality jobs benefit people, companies and places. They are the seeds from which broader prosperity grows, providing workers with the opportunity for self-sufficiency, economic security, and a sense of control over their lives. They allow individuals to raise their standards of living and accumulate assets.²

² Creating Quality Jobs, transforming the Economic Development Landscape, International Economic Development Council, March 2010

A living wage is a wage that allows families to meet their basic needs, without public assistance, and that provides them some ability to deal with emergencies and plan ahead. It is not a poverty wage. Living wages are calculated on the basis of family budgets for several household types. Family budgets include basic necessities such as: food, housing, utilities, transportation, health care, child care, clothing, and other personal items; savings; and state and federal taxes. According to the Poverty in America, Living Wage calculator <http://livingwage.mit.edu/>, the living wage for a family with two adults, and two children is \$18.11 per hour in Klamath County and \$18.03 in Lake County. This would equate to an annual household income of \$37,662 and \$37,501 respectively.

Based on the analysis of job losses and new job growth, most of the decline in employment has been the higher paying jobs. The growth in retail and tourism are producing employment with average pay at \$23,843 or less. If our communities are to meet the vision of having quality jobs that contribute to a rising standard of living (Klamath Vision 2020) then it will be necessary to focus on retention and expansion of our base wood products industry and to look at the recruitment of new industries into the region.

There are also possibilities to diversify our industry base, increase livable wages and keep our twenty-to-thirty year olds in the region by capitalizing on expanded Health Care, education and renewable energy opportunities.

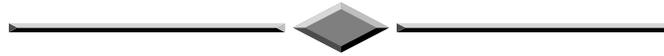
WORKFORCE

Each year the Employment Department has conducted a job vacancy survey asking employers to identify the number and types of jobs they are looking to fill. In 2012 a new question was added to the survey to capture information on difficult-to-fill vacancies. The results of that survey reveal that 44 percent of all vacancies were difficult to fill.

The report states that “Production occupations reported the most difficult-to-fill vacancies of any occupation group. The usual suspects accounted for about 60 percent of the reasons given, with unfavorable working conditions and lack of work experience cited most often. Low wages, lack of technical skills, and lack of soft skills are also hampering hiring in production occupations to a more significant degree than the average across occupations.” This finding would apply specifically to the lumber and wood manufacturing companies in our region.

In an effort to address the lack of soft skills, SCOEDD is partnering with the Regional Workforce Investment Board to implement the Certified Work Ready Community (CWRC) program. Part of that program is the World of Work Initiative which would deliver a comprehensive job readiness and skills training curriculum to unemployed jobseekers with low to moderate skills.

Opportunities for Growth and Investment



COMMUNITY DEVELOPEMENT

The “concrete” benefits of community development, such as employment and infrastructure, come through local people changing attitudes, mobilizing existing skills, improving networks, thinking differently about problems, and using community assets in new ways. Community development improves the situation of a community, not just economically, but also as a strong functioning community in itself.

Even in an era where you can conduct business or purchase goods from a distant location, the downtown areas remain the “heart and soul” of a community. The community’s downtown has an economic and psychological impact on the entire area. Every community should pay a great deal of attention to the downtown core.

CAPACITY BUILDING

Work in coordination with the Governor’s Regional Solution Team and state agencies to align state investments and technical assistance with priorities established at the regional and community level.

DOWNTOWN REVITALIZATION

The opportunity exists for the communities within the region to participate in Oregon’s Main Street program. Oregon Main Street works with communities to develop comprehensive, incremental revitalization strategies based on a community’s unique assets, character, and heritage. Services are based on the successful Main Street Approach® developed by the National Trust for Historic Preservation and include training and technical assistance. The goal is to build high quality, livable, and sustainable communities that will grow Oregon’s economy while maintaining a sense of place.



INFRASTRUCTURE INVESTMENT

The West Coast Infrastructure Exchange partnership is being launched to create and develop innovative new methods to finance and facilitate development of the infrastructure needed to improve the region's economic competitiveness, support jobs and families, and enhance our shared quality of life. It will rely on private sector expertise to stretch dollars further and increase accountability.

The WCX will achieve cost savings and better collaboration to make projects more feasible, making it a valuable tool for the participating jurisdictions. Some examples of what the Exchange could accomplish:

- Manage projects more effectively
- Collaborate with industry experts and innovators
- Help connect governments to expertise to help design and build projects
- Connect projects to innovative financing, including potentially private capital

It is hoped that by clustering projects such as the Crescent wastewater project, small communities can find cost effective ways to fund their projects.

RETENTION and EXPANSION

The reasons for focusing on business retention and expansion are many: most new jobs are created by existing, smaller businesses and the return on the investment of financial and human resources are much greater when invested on local businesses than on new business recruitment. Additionally, a vibrant, healthy local business climate will actually make new business recruitment much easier as existing businesses become ambassadors for the community. By streamlining the permitting process across jurisdictions we will provide a system that's predictable, uniform, and fast which aids capital planning and avoids costly delays.

COST SAVINGS/ENERGY EFFICIENCY

Energy supply concerns, volatile and increasing energy prices, and a desire for greater energy independence have led many local, state and national leaders to support an increasingly prominent role for energy efficiency. The national economic recession has also helped to boost the visibility of energy efficiency as part of a strategy to support economic recovery. In addition, reducing the cost of energy allows for businesses to reinvest in the expansion of their business. For example, by bringing natural gas into the community of Lakeview, Cornerstone Minerals will be able to realize 40 to 50% savings on their fuel costs.

FOOD PROCESSING/VALUE ADDED AGRICULTURE

There is an opportunity to grow and diversify the agricultural industry in a variety of ways ranging from implementation of new technology to promotion of regional products, and creation of value-added products.

The national movement to consume locally made products and fresh foods is providing a new and powerful driver for growing our value added regional agricultural sector. Specifically the number of craft distilleries across the U.S. has increased fivefold in the past five years from 52 in 2005 to 234 in 2011. This rapid rise has been aided by a change in consumer preferences over the past two years from value spirits to those classified as premium, super premium, and high-end premium. For example, vodka, which accounts for 32 percent of spirits volume in the U.S., saw a 10% increase in super premium sales by volume from 2011 to 2012. At the same time value vodka (e.g. Smirnoff) grew by just 1.7 percent.

WOODSTOVE CHANGEOUT

The communities of Lakeview and Klamath Falls in Oregon currently exceed the National Ambient Air Quality Standards for fine particulates. Klamath Falls is a formally designated non-attainment area. Open fireplaces and residential uncertified woodstoves significantly contribute to air pollution. Lack of adequate weatherization also contributes significantly to air pollution because residents are burning more wood in order to keep heat in their homes. Lakeview proposes to prepare a "Path Forward" (a plan) for the PM Advance Program that includes strategies to reduce air pollution. A partnership has been formed that includes various state and local agencies, to align home efficiency incentives and public health funding to remove older uncertified woodstoves, insert certified woodstoves into open fireplaces, install alternative or back-up non-wood burning heating systems, and weatherize wood-heated homes in these areas during 2013. Also as part of this project, a myriad of other activities will occur in an attempt to reduce emissions, such as fireplace and wood stove flue cleaning, purchase or subsidies for biomass bricks to be used on air quality limited days. Project assistance will be aimed at both homeowners and renters.

For both communities, addressing the federal constraints is needed to retain existing jobs, allow for business/industry expansions, and attract new businesses and industry. Additionally, local



contractors and vendors will be essential to the proposed air quality project in both communities, as they will be installing the new heating systems and weatherization.

ATTRACTION

As the economy continues to restructure, the challenge for South Central Oregon is finding a sustainable niche for new industry development that brings a higher quality of jobs to the region. While the Great Recession affected nearly every community in North America, locales with diversified economies were better able to weather the financial storm. Economic diversification is a proven method of creating strong local economies that enjoy low unemployment rates and an expanded tax base. To be competitive we need to identify our local and regional assets, ascertain effective industry and sector targets, and develop a plan for attracting companies and encouraging new businesses.

The following are possible sectors for attracting outside investment into the region:

AVIATION

Oregon's aviation-related firms provide manufacturing, product distribution, and first- and second-tier supply-chain services. Oregon is number one in the world for production of experimental (kit) aircraft shipments and number one in the U.S. for heavy lift helicopter companies.

The Klamath Falls Airport and Kingsley Field is an important economic generator for the region. Approximately 750 people work at the airport or for aviation-related businesses and industries located on or adjacent to the field. This produces over \$85 million in economic impact for the regional community. They have also master planned a new 24-acre business park approved for more than 310,000 square feet of space and are seeking a development partner.

HEALTH CARE

Cascades East Rural Family Medicine Residency Program at the Sky Lakes Medical Center in Klamath Falls, Oregon, is a community-based, university administered (through OHSU), three year training program that aspires to excellence in patient care, teaching and research. The program's intention is that the Family Medicine residency program and its graduates become regional and national models of excellence in rural health care delivery.

OREGON TECH's Martha Ann Dow Health Care Professions Center houses one of Oregon's top undergraduate health care programs. Completed in 2009, it offers students opportunities to gain hands-on experience with new technologies in the health care industry.

A two-year degree in Registered Nursing (RN) may soon be available to students in Klamath and Lake Counties, following a recent agreement between Klamath Community College and Lake Health District. Once completed, program curriculum would specialize in rural nursing.

Additionally, children in southern Oregon are now able to receive pediatric care closer to home with the 2012 grand opening of the Sanford Children's Clinic located in Klamath Falls, Oregon. In cooperation with local community partners as well as Sky Lakes Medical Center, the Jeld-Wen Foundation and Klamath Pediatric Clinic, the clinic has extended pediatric care available in this geographically remote area. The clinic is currently staffed by six local providers and works in cooperation with Sky Lakes Medical Center for hospital and ancillary services.

Health Care reform, new state-funded scholarships for students serving rural areas and advances in technology are opening the door to a new world of possibilities. OSHU and the community of Klamath Falls are ideally positioned to make the most of these opportunities, and can play a crucial role in helping rural areas not only fill traditional health care gaps, but reach beyond the status quo to transform community health.

RENEWABLE ENERGY

Lake County calls itself the "most renewable energy county in Oregon," a theme adopted by its county and city governments and Lake County Resources Initiative. In Klamath County, the Klamath County Economic Development Association (KCEDA) and TEAM Klamath have adopted "sustainability" as its economic development niche. These themes have evolved into a regional renewable energy initiative as both counties utilize their abundance of energy resources of geo-thermal, solar, and bio-mass.

Geothermal – The communities of Klamath Falls, Lakeview and Paisley have known geothermal resource available which is being used at some level. The Klamath Falls Geothermal district heating system provides space heating for 24 buildings totaling about 400,000 square feet. The direct economic value of using geothermal energy from the district heating system rather than fossil fuels was about \$589,000.

Liskey Farms, south of Klamath Falls, utilizes geothermal heat for multiple purposes. They rent space to all kinds of ventures powered by geothermal- organic farming in the green houses, tropical fish grown in natural hot water, and a producer of predatory mites for the biological control of spider mites.

The Town of Lakeview has been providing geothermal heat to the Department of Corrections for nearly eight years to heat the Warner Creek Correctional facility. In mid June 2013 the Town began construction on a Town District heating project using a known geothermal resource site south of Lakeview for heating of the local schools and hospital. In addition, geothermal heating will also be provided to the Lake County Industrial Park for existing businesses and new future business. Heating will be accomplished by pumping 183° hot water from the ‘Barry’ well and transporting the water to the schools and hospital to supply approximately 5 million BTU’s of heat energy per hour. After heating these facilities the return water, at 130°, will be available for the Lake County Industrial Park before being re-injected back into the groundwater aquifer. A loan from USDA Rural Development in the amount of \$3,639,250 has been approved and will be repaid over thirty years with fees charged to users of the geo-heat.

New geothermal projects on public and private lands in Lake County and the Klamath Basin are one step closer to becoming a reality:

- Over the past three years Surprise Valley Electric has been partnering with the Colahan family of Paisley, Oregon to develop the geothermal resource on their ranch for electric production. This resource was found on the ranch when the family developed an irrigation well that produces large flows of hot water. The plant will be a binary power plant, which uses the energy from the geothermal fluid to heat up a separate organic working fluid that goes to vapor and turns the turbine, which then operates a generator to make electricity. After heating the organic working fluid there is still energy in the geothermal fluid that could be used for other purposes, such as heating greenhouses, aquaculture and residential and commercial heating. The spent geothermal fluid is then re-injected into the reservoir. The project is planned to be online by early 2014 and is projected to produce about 3.1 megawatts of power.
- Entiv Organic Energy is applying for construction permits on a 9.7 megawatt Klamath Hills project south of Klamath Falls. The proposed geothermal plant would be on the land of the Barnes family, leased by Entiv Organic Energy. Entiv is a company formed to pursue such projects and spearheaded locally by Mike Noonan, a Klamath Basin farmer.

Solar – Several locations in Lake County including the Christmas Valley area are being developed of a photovoltaic solar power plant:

- When it was connected to BPA’s transmission system in the fall of 2012, the 5-megawatt Outback Solar Project became the first commercial-scale solar project in BPA’s territory.

- Obsidian Renewables, LLC, developed the Black Cap Solar facility for PacifiCorp in 2012. Black Cap is a 2.5 MW (dc capacity) solar photovoltaic facility that uses single-axis tracking to generate approximately 4.6 million kilowatt hours of energy annually—equivalent to the energy use of about 400 homes each year. Black Cap is located on 16 acres just south of the town of Lakeview Oregon. Obsidian is also in the planning stages for an additional solar power project adjacent to Black Cap.
- On a smaller scale the opportunity for conservation through residential and small business use of solar is significant in the region. A local Klamath Falls company, EcoSolar has designed a Dual-axis Tracker system to power two large three-phase agricultural pumps. This 20.16 kW system turns sunlight into water-delivery for the adjacent fields.

An opportunity also exists to recruit solar manufacturing companies to the region and to work with those companies on the training necessary for product installation.

Juniper - Western juniper (*Juniperus occidentalis*) trees are a common sight in the high desert of eastern Oregon. Juniper tree populations have expanded and contracted over the last 7,000 years. Within the last 150 years or so, the population and acreage covered by western juniper has increased three- to ten-fold. This expansion has many ranchers and resource professionals concerned about juniper's impacts on rangeland conditions. Juniper is known to out-compete surrounding vegetation for already scarce water resources. An area with relatively high juniper densities often has little to no under story vegetation.

Juniper has historically been removed in order to improve rangeland conditions. Unfortunately, little to no use has existed for the wood aside from fence posts or firewood. In an effort to better utilize this resource, a cooperative effort involving private companies and government agencies began around 1991.

Juniper harvesting and manufacturing processes have been studied. Physical and mechanical properties have been examined and markets for a wide variety of juniper products have been explored. Examples of products that have been explored include: cement/wood fiber composites, particleboard, hardboard, fencing, decking, wall paneling, flooring, veneer, furniture, and novelty items. To date, the most significant hurdles to a "booming" juniper industry are high harvest costs (short, highly-tapered and very limby trees combined with few trees per acre) and lack of a steady supply of raw material to the manufacturers.

Biomass Utilization - The renewable jet fuel industry has grown rapidly over the past five years:

- Dozens of companies are developing viable renewable jet fuels
- More than ten demonstration-scale operations have been brought online worldwide

- The US military is engaged in testing, certifying and purchasing renewable fuels; they along with USDA and DOE are committed to spending \$510 million on co-financing production facilities
- ASTM, a globally recognized leader in the development and delivery of international voluntary consensus standards, is designing and approving systematic specifications for renewable aviation fuels (with two complete and several more in the pipeline).
- 23 major airlines, comprising The Sustainable Aviation Fuel Users Group, have pledged to use renewable fuels with lower carbon impact
- More than ten commercial airlines have carried flights using renewable jet fuel since HRJ/HEFA was approved for use in July of 2011.

Pump Storage Facility - The Swan Lake Pump Storage project in Klamath County is now wholly owned by EDF Renewable Energy. EDF-RE, formerly enXco, is one of the oldest renewable energy developers in the US and is a wholly owned subsidiary of EDF group, one of the largest utilities in the world and a leading developer of pumped storage hydro projects in Europe and globally.

EDF-RE is actively moving the project forward and is currently focused on meeting with potential utility customers for the project to present project information, identify additional questions utility management have, and funding an extensive range of technical studies to respond to those questions.

An analysis of local and state economic benefits is nearing completion and the results will be made available to the community when available.

TOURISM AND RECREATION as a **business recruitment and retention tool** – New business starts in Oregon often occur because the owner visited as a tourist first. In the 1990s, according to a study, 70 percent of new business starts in Central Oregon resulted from the owners first visiting the region on vacation. Intel says that recruiting employees to Oregon is easy; getting them to relocate away from Oregon is difficult.

EXPANSION OF RAIL UTILIZATION

According to the 2010 Oregon Rail Study, strategies for Oregon to plan and partner with railroads to preserve and expand rail access in Oregon include: increasing capacity, developing hub facilities for transloading and aggregating shipments, providing equipment, maximizing the development of existing rail-friendly land, improving deteriorating infrastructure, and growing intra- Oregon rail traffic.

DEVELOP HUB FACILITIES

Hub facilities are where customers ship and receive freight by truck, then the facility loads and unloads the freight into/from railcars and interchange the cars in larger train segments with Class I carriers. This provides operational savings for the Class I carriers by minimizing switching activities and consolidating the volumes of several shippers. Expanding these types of facilities will provide greater carload volumes to the Class I carriers at one location, thereby making the business more attractive for handling, while providing more options and competition for customers.

Possible locations along the Class I network include areas with access to both Class I carriers such as Klamath Falls. Potential shortline hubbing locations could provide access to the rail network for local shippers while shoring up the railroads by increasing carloads.

INDUSTRIAL DEVELOPMENT ON CLASS I NETWORK

Although some smaller customers find it difficult to access Class I rail service, existing and new large-scale rail users, with the proper rail infrastructure, can reasonably expect service now and into the future. There are many locations in Oregon where both Class I carriers would welcome a new large-scale industrial customer. These large-scale rail users, moving 500,000 tons or 20,000 containers per year, can benefit from having access to both Class I carriers. This gives the customer competitive pricing and service, more shipping options, and access to a larger market territory covered by two railroads.

There are areas in Oregon exceptionally well suited for large-scale industrial development because they have large quantities of land available and are served by both Class I carriers. Klamath Falls is a location with excellent connectivity to both BNSF and UPRR. It is also a crew change location, services locomotives, has yard infrastructure and potential for future shortline connectivity, and has large amounts of land available. The rail dynamics for freight in this area are rare in Oregon.

TRAINED WORKFORCE

The vision for the region is that coordinated education and training opportunities exist for local residents that provide our workforce with a spectrum of skill levels and ensures that prosperity is broadly shared among the population.

INNOVATION AND LEARNING CENTER

Community leaders in Lake County have been working together since 2008 as the Lake County Renewable Energy Working Group toward the creation of an instructional innovation and learning center that will improve individual lives and the greater community by offering education that is normally accessible elsewhere, as well as innovative educational programs unique to the region. Lake County is one of the most isolated communities in the state, often making it necessary for residents to leave the county in order to secure or retain a job. The new center has the ability to offer job training, 4-year bachelor degrees, professional certifications, continuing education and other advanced learning opportunities. Training for and within the local community will retain the bright young people who want to stay in the region as well as retaining some of the scholarship funding provided to students to remain in the area.

The partnership with Klamath Community College and other state universities will facilitate dual-credit offerings for secondary students and college level courses for all age groups. Multi-directional distance learning opportunities can be achieved through video-conferencing and remote access courses. Lake County School District #7 has made available the Daly Middle School for the innovation and learning center. The facility has completed a geothermal retrofit project and will soon be heated with geothermal heated water. Seismic upgrades are nearly complete. The Paisley School District #11 is offering its dormitory (vacant during the summer months) for use by visiting teachers and foresters participating in continuing education programs. Obsidian is working with the school to provide monitoring equipment for the solar project for students to learn more about renewable energies.

EXPANISON OF KCC CAMPUS IN KLAMATH FALLS

Klamath Community College is looking to expand its campus in Klamath Falls to better meet the needs of growing student population. If a proposed bond measure passes new buildings will be added including a new Learning Resource Center featuring General Education (GED), Adult Basic Education (ABE) and English as a Second Language (ESL) facilities as well as a testing center, tutoring and advising areas and a Teaching and Learning Center, all of which are designed to increase retention and completion rates

at KCC while providing a world-class learning environment. Due to space constraints, KCC currently outsources GED, ABE and ESL services.

Phase Two also includes facilities to expand KCC's Career Technical Education offerings. Those facilities will provide space for additional technical programs. Programs being considered include Advanced Manufacturing, Computer Networking, Welding, CNC Machining, Alternative Energy Technology, Heavy Equipment Applications and allied health programs, including Registered Nursing, Physical Therapy Assistant and Occupational Therapy Assistant.

In addition to the new Innovation and Learning Center and expanded Career Technical offerings described above, the bond would fund an At Risk Student facility designed to work with students at risk of dropping out of high school in order to ensure that they receive the education and training necessary to gain employment.

"These are students that often fall through the cracks and can easily end up in the criminal justice system or requiring social services," said KCC President Dr. Roberto Gutierrez. "With this facility, we believe we can catch many of these students and ensure that they have the skills and training to become employed, productive members of our community."

The project also calls for a new Early Childhood Education facility that would simultaneously work as a training site for students in the program and provide much-needed childcare for KCC students. "During our recent strategic planning process, one thing we heard over and over again was that a lack of available childcare was a barrier preventing many people in our community from attending college and making it difficult for students to complete and be successful," Dr. Gutierrez said. "This facility would make great improvements in both of those areas."

OREGON INSTITUTE OF TECHNOLOGY

Founded in Klamath Falls in 1947, Oregon Institute of Technology is one of seven universities in the Oregon University System, and the only public institute of technology in the Pacific Northwest. Oregon Tech provides degree programs in engineering and health technologies, management, communication, and applied sciences that prepare students to be effective participants in their professional, public, and international communities through hands-on learning.

Oregon Institute of Technology received superior rankings in U.S. News and World Report's survey of undergraduate programs – "Best Colleges 2014". The report shows Oregon Tech as No. 6 among best baccalaureate colleges in the Western Region. The university also earned the No. 2 spot for Top Public Regional Colleges and No. 45 as Best Undergraduate Engineering program.

U.S. News ranks undergraduate engineering programs accredited by ABET based on a survey of engineering deans and senior faculty at all accredited programs. Oregon Tech earned a No. 45 ranking in the nation, sharing the spot with California Maritime Academy, New York Institute of Technology, and Northern Arizona University, among others.

Oregon Renewable Energy Center – the Oregon Institute of Technology (OREGON TECH) has the potential to be the first university in the nation supplied completely by renewable energy. OREGON TECH’s Klamath Falls campus is the only known university in the nation heated by geothermal energy. OREGON TECH is pursuing two plans to use hot geothermal water to generate electricity for the entire campus. When these projects are complete, OREGON TECH will become the first “net zero” campus in the nation. OREGON TECH has made sustainability a major theme for the institution, one that focuses the broad managerial and technical skills of the faculty and staff to address the signal issue of modern times.

The Oregon Renewable Energy Center was established by the Oregon State Legislature in 2001 to promote adoption of renewable energy technologies in the state. It is part of OREGON TECH and located on the OREGON TECH campus in Klamath Falls.

OREC’s work falls into five areas:

- Investigate renewable energy technologies and opportunities for using them
- Assess which technologies are appropriate for particular circumstances
- Apply promising technologies with effective instrumentation and controls
- Evaluate technologies using testing and economic analysis
- Inform the public through classes, educational materials, and technical data

ENTREPRENEURSHIP

Across the nation, economic developers and workforce professionals have embraced entrepreneurship as a means of promoting economic diversification and stimulating economic growth. The reason for this interest in entrepreneurs is two-fold:

1. An economic transition in the US that has created more market opportunities for entrepreneurs and
2. The recognition that entrepreneurs can be more deeply rooted in their communities, which increases both their economic and social impacts.

The rising interest in entrepreneurship also reflects certain realities about our changing relationship to work. Driven by a range of factors including widespread access to information technology and the loss of job security due to globalization and automation, we have seen the rise of a generation that no longer defines themselves in terms of corporate employment. This view has only been reinforced by the current economic downturn. Workers are less bound to a specific place or job than prior generations – functioning almost as an “economy of one.” Location decisions are made based on the ability to connect with and access a network of people and ideas.

KLAMATH IDEA

In response to the desire to expand entrepreneurship a new group has formed in Klamath County as the steering committee for Klamath IDEA (Inspire Development – Energize Acceleration). Klamath IDEA will provide support to entrepreneurs for start-up, business expansion, product development and commercialization—with the long term goal of sustainable job creation in Klamath County.

Conceived as a ‘Virtual Incubator’, Klamath IDEA plan is to bring education, economic development, private business, financial institutions, municipal, county, and state governments together with entrepreneurs, innovators, and successful businesses to accelerate and promote marketable commodities and job creation ideas to expand the local and state economy.

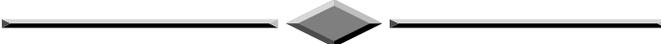
MICROENTERPRISE DEVELOPMENT

According to www.IBISWORLD.com the demand for food trucks and street vendors has soared in the five years to 2011, and revenue will continue to grow steadily during the next five years. The Street Vendors and kiosk industry is in a growth phase of its life.

In a feasibility study looking at the potential reuse of buildings in downtown Klamath Falls, the community identified the opportunity for a Marketplace based on Kiosk and/or Food Trucks approach to interior use of space. The program would include:

- Entrepreneurial training focused on how to operate a Kiosk and/or Food Truck
- Link training to kiosk
 - Building codes and health department issues surrounding kiosk
 - Marketing
 - Costing
 - Product development
- Commercial kitchen for product development
- Products could market training beyond basin (regional and Statewide) via internet
- Work with local Kiosk manufacturer, Carriage Works to develop curriculum
- Could have several kiosks in building that are used as “on the job” training – use to test the market
- Kiosks (food and non food) would be open to the public for enjoyment
- Only local products, artisan, locally grown foods (no import items)

OUR STRENGTHS AND WEAKNESS



Below are the Strengths and Weaknesses that have been identified in outreach meeting held in both Klamath and Lake Counties.

Lake County	Klamath County
Social Attributes – Strengths	
<ul style="list-style-type: none"> • Volunteerism – community involvement • Willing to help each other • Pride • Self Reliance • Freedom • Strong Work Ethic • Religious community 	<ul style="list-style-type: none"> • People • Friendly and generous • Volunteerism • “Can do” attitude • Sense of community • Teamwork
Physical Attributes – Strengths	
<ul style="list-style-type: none"> • Natural Resources – abundant • Traditional use of natural resources • Geothermal Resource • Space • Recreation 	<ul style="list-style-type: none"> • Natural resources • Available industrial land • Geothermal heat • Four seasons • Recreational opportunities
Cultural Attributes – Strengths	
<ul style="list-style-type: none"> • Heritage – Irish Days – Pioneer • Connection to past • Quiet – way of life – small town atmosphere 	<ul style="list-style-type: none"> • Native people • Farming heritage • Arts and culture • Historical/cultural significance

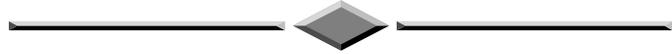
Leadership Attributes – Strengths	
<ul style="list-style-type: none"> • Strong County/ Community leaders • Working partnership with Klamath • Neighbors – Klamath County, Harney County – good working relationship – strong neighbors 	<ul style="list-style-type: none"> • Accessibility to policy makers • Community involvement in government • Open minded, non-judgmental

Lake County	Klamath County
Community Assets	
<ul style="list-style-type: none"> • Schools • Hospital • Government jobs • Renewable energy • Workforce – Stable not mobile • Willingness to learn • Access to education • Scholarship program • Rail access • Quality of life • Klamath Community College • Affordable housing • Good place to raise children/family values • Headquarters for BLM/FS Interagency Office 	<ul style="list-style-type: none"> • Airbase • Jeld-Wen • Good place to raise children • K-16 Education Access • Oregon Institute of Technology • Klamath Community College • Affordable housing • Quality of life • Small town flavor, with “big city” intellect • Great downtown area • Airport • Rail access • Road system • Lack of traffic congestion • Quality medical facilities • Public Transit System

Lake County	Klamath County
Social Attributes – Weaknesses	
<ul style="list-style-type: none"> • Resistance to change • Intrinsic sense of helplessness • Lack of skills • Drug/alcohol addiction 	<ul style="list-style-type: none"> • Loss of skill set • Selling the community short • Outside perception of Community • Soft skills training needed
Physical Attributes – Weaknesses	
<ul style="list-style-type: none"> • Remoteness • Lack of highway – truck traffic restrictions • Deteriorating downtown • Lack of forest management 	<ul style="list-style-type: none"> • Deteriorating neighborhoods • Decreased access to public lands • Lack of forest management • Lack of infrastructure to handle growth • Lack of affordable buildable land
Leadership Attributes – Weaknesses	
<ul style="list-style-type: none"> • Lack of marketing • Leadership burnout 	<ul style="list-style-type: none"> • Passive instead of proactive • Lack of advocacy at federal level • Not in my backyard

Lake County	Klamath County
Community Disadvantages	
<ul style="list-style-type: none"> • Lack of Critical Mass – for population or business • Lack of semi-skilled workers • Lack of diverse job base • High unemployment • Minimum wage jobs • Potential for air quality non-attainment • Local shopping – lack of local retail services • Funding – population based – per capita funding • Over dependent on government • Aging Population 	<ul style="list-style-type: none"> • Poverty • Decreasing wages • Aging population and migration • Labor force issues – loss of talented job pool • Condition of K-12 facilities • Growing social service needs • Drugs • Violence • Air quality non-attainment • Reliability on State/Federal funds

REGIONAL GOALS AND STRATEGIES



The following Goals and Strategies were developed from a series of facilitated meetings held throughout the region. The goals and strategies build on the Opportunities for Growth and investment and address the key elements necessary to **CREATE** jobs at home.

Community Development: *Create economic opportunities by maintaining and improving our public infrastructure and capitalizing on our cultural assets.*

- a) Capacity building: Work to increase funding available in our region for economic development activities.
- b) Create adequate public infrastructure that will serve key industrial, commercial and residential areas of the region contributing to increased opportunities for employment and expanded property tax base.
- c) Coordinate transportation investment to support the region's economic development.
- d) Enhance broadband capacity in region.
- e) Develop revitalization strategies for downtowns.
- f) Expand on bike and pedestrian infrastructure for healthier communities.

Business Retention and Expansion: *Work with existing industries to retain and expand quality jobs in the region.*

- a) Increase understanding of business needs so that appropriate support can be provided to businesses in our region;
- b) Enhance access to business support services;
- c) Identify opportunities to reduce the cost of doing business;
- d) Streamline the permitting process across jurisdictions.
- e) Find ways to work with the public land managers on the sustainable utilizations of our forest.
- f) Work with DEQ on PM Advance program to ensure air quality attainment for the Town of Lakeview.

Business Attraction: *Attract new private sector investment to the region.*

- a) Develop targeted recruitment strategies and assistance to businesses wanting to locate in the region;
- b) Encourage renewable energy and energy generation projects;
- c) Work with communities on expansion of their geothermal resource for geothermal heating districts and utilization of geothermal for industrial uses.

- d) Partner with Lake County Resources Initiative (LCRI) on using Innovation and Learning Center to expand on renewable energy innovation.
- e) Work with Oregon Department of Transportation on feasibility of developing rail hub facilities in Klamath Falls.
- f) Incorporate promotion of recreation and tourism activities assets into economic development strategies.

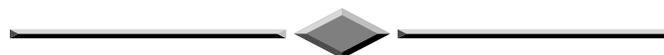
Trained Workforce: *Work with industry, entrepreneurs, and public entities to ensure workforce training opportunities are aligned with the needs of regional employers.*

- a) Create a regional learning center with both on-site and distance education opportunities
- b) Work with KCC and OREGON TECH to develop curriculum geared to meet the needs of the regional business community
- c) Work with Regional High Schools to ensure we have a work ready community

Entrepreneurship *Expand new business formation in the region by focusing on entrepreneur development programs.*

- a) Provide more training opportunities targeted specifically for aspiring entrepreneurs.
- b) **Enhance access to capital.** One need common to entrepreneurs regardless of location is better access to capital. Debt financing is available for qualified borrowers but needs to be better marketed. However, there is no local source of venture funding. Although there was an informal angel investor network, there has never been a formal angel network created to provide capital for seed stage companies in the region.
- c) **Help foster an entrepreneurial spirit in the region.** Entrepreneurship breeds more entrepreneurship by creating a culture that encourages people to take risks and start their own business ventures. Raising awareness of entrepreneurship and fostering an entrepreneurial spirit from an early age can help encourage a more supportive culture.
- d) **Expand availability of entrepreneurial coaches (Virtual Incubator).** Work with volunteer local leaders and give them the tools to strengthen an entrepreneurial culture, entrepreneurial infrastructure and to coach entrepreneurs. Offering seminars to train entrepreneurial coaches, coupled with clear expectations and an opportunity for follow-up, could help kick-start entrepreneurship efforts in the region.

IMPLEMENTATION/ACTION PLAN



GOAL A: Create economic opportunities by maintaining and improving our public infrastructure and capitalizing on our natural and cultural assets.

Strategy		Actions	Timeframe	Lead Partners
A.1 Work to increase funding available in our region for economic and community development activities.	A.1.a	Work in coordination with the Governor’s Regional Solution Team and state agencies to align state investments and technical assistance with priorities established at the regional and community level.	Near term	SCOEDD, Regional Solutions Advisory Board, Regional Solutions Team
	A.1.b	Utilize the Agora Investment platform to support communication of priority needs to outside funders	1 year	SCOEDD, Regional Solutions Team
	A.1.c	Maintain local capacity to write and administer community development grants	Ongoing	SCOEDD, Cities and Counties
	A.1.d	Develop and implement leadership and technical training program within the region for local elected officials and other community leaders	Ongoing	SCOEDD, IFA, ODOT

Strategy		Actions	Timeframe	Lead Partners
<p>A.2 Create adequate public infrastructure that will serve key industrial, commercial and residential areas of the region contributing to increased opportunities for employment and expanded property tax base.</p>	A.2.a	<p>Identify opportunities to work with the West Coast Infrastructure Exchange, The partnership is being launched to create and develop innovative new methods to finance and facilitate development of the infrastructure needed.</p>	1 year	<p>SCOEDD, Counties and Cities, Regional Solutions Team</p>
	A.2.b	<p>Continue regional efforts in transportation planning, projects and programs.</p>	Ongoing	<p>SCOEDD, SCOACT, ODOT</p>
	A.2.c	<p>Ensure continued viability of Lake County Rail System.</p>	Ongoing	<p>Lake County</p>
	A.2.g	<p>Create a Port Association to facilitate commerce friendly zone around Klamath Airport.</p>	3 years	<p>City of Klamath Falls</p>
	A.2.d	<p>Prioritize important infrastructure projects on a regular basis.</p>	Ongoing	<p>SCOEDD, Counties and Cities</p>
	A.2.e	<p>Effectively communicate infrastructure needs to policymakers.</p>	Ongoing	<p>SCOEDD, Counties and Cities</p>

Strategy		Actions	Timeframe	Lead Partners
A.3 Coordinate transportation investment to support the region's economic development.	A.3.a	Form a strategy team to pursue developing Highway 97 as four lanes from Weed in California to the Washington State border.	Ongoing	SCOEDD,SCOACT
	A.3.b	Support the extension of Brett Way to Homedale to open industrial lands at the Klamath Falls Airport.	2 years	City of Klamath Falls, Klamath County
	A.3.c	Rebrand the Klamath Falls Airport as the Crater Lake Klamath Regional Airport.	2 years	City of Klamath Falls, Klamath County Chamber of Commerce
A.3 Enhance broadband capacity in region.	A.4.a	Work with Air National Guard Public-Public and Public-Private (P4) partnership system on a broadband strategy aimed at the future needs of our communities.	1 year	SCOEDD/ Klamath County Chamber of Commerce
A.4 Develop revitalization strategies for downtowns.	A.5.a	Work with City of Klamath Falls Downtown Association on conceptual design and reuse strategies for downtown facilities.	2 years	Klamath Falls Downtown Association
	A.5.b	Work with Town of Lakeview on identifying funding for streetscape and façade improvement program.	2 years	Town of Lakeview
A.5 Expand on bike and pedestrian infrastructure for healthier communities.	A.6.a	Support Klamath Falls efforts to fund the East Main Street Bypass/OC&E Pedestrian Bike Flyover.	2 years	City of Klamath Falls
	A.6.b	Research funding opportunities for Safe Routes to Schools for Chiloquin, Bonanza, and Merrill.	1 year	SCOEDD

GOAL B: Work with existing industries to retain and expand quality jobs in the region.

Strategy	Actions	Timeframe	Lead Partners
B.1 Increase understanding of business needs so that appropriate support can be provided to businesses in our region.	B.1.a Engage in Business outreach, focusing on traded sector, to identify business needs.	Ongoing	KCEDA, SCOEDD Lake County ED, Chambers, SBDC
	B.1.b Serve as a facilitator and catalyst for the support of local employers through extension of appropriate services including identification of financial incentives and resources.	Ongoing	SCOEDD, TEAM Klamath, Lake County ED
B.2 Enhance access to business support services.	B.2.a Create a directory of business service providers within the region can greatly assist entrepreneurs in locating and choosing a quality service provider to meet their needs.	1 year	SCOEDD, Klamath County Chamber, Klamath IDEA
	B.2.b Work with OREGON TECH and KCC to identify opportunities for student internships and technical assistance.	Ongoing	SCOEDD, Chambers, OREGON TECH and KCC
	B.2.c Expand on Tips and Tools for Business Success Radio Show to Include broader audience.	1 Year	SCOEDD, SBDC
	B.2.d Establish a forum for business executives to network.	Ongoing	SCOEDD

Strategy	Actions	Timeframe	Lead Partners
B.3 Identify opportunities to reduce the cost of doing business.	B.3.a	Assist Cornerstone Minerals and Fremont Sawmill in bringing natural gas to their facilities.	1 year OBDD, Lake County, SCOEDD
	B.3.b	Work with Town of Lakeview and LCRI on funding for expanding the geothermal heating district to downtown businesses.	2 years Lakeview, LCRI, SCOEDD
	B.3.c	Market Commercial Energy Efficiency Program.	Ongoing SCOEDD
B.4 Streamline permitting across jurisdictions.	B.4.a	Identify regulatory roadblocks to business expansion and create a system that is predictable, uniform and fast.	1 year Local task force working City of Klamath Falls, Klamath County, KCEDA, Klamath County Chamber
B.5 Find ways to work with the public land managers on the sustainable utilizations of our forest.	B.5.a	Engage Forest Service and BLM in discussions related to impacts of their decisions on economic development within the region.	Ongoing BOCCs, LCRI, SCOEDD
	B.5.b	Advocate for the extension of the Stewardship Contracting Authority.	Ongoing BOCCs, LCRI, SCOEDD
B.6 Work with DEQ on PM Advance program to ensure air quality attainment for the Town of Lakeview.	B.6.a	Serve on Lake County Air Quality committee.	Ongoing Lake County, Town of Lakeview, Regional Solutions Team, SCOEDD
	B.6.b	Identify funding for woodstove changeout program.	Ongoing SCOEDD, Regional Solutions TEAM

GOAL C: Attract new private sector investment to the region

Strategy		Actions	Timeframe	Lead Partners
C.1 Develop targeted recruitment strategies and assistance to businesses wanting to locate in the region.	C.1.a	Maintain current industrial land inventory.	1 year	KCEDA, SCOEDD Lake County ED Staff
	C.1.b	Certify shovel ready industrial sites	2 years	OBDD
	C.1.c	Develop a targeted industry strategy and implementation plan for effective marketing program.	Ongoing	KCEDA, SCOEDD Lake County Staff
	C.1.d	Develop linkages to Kingsley Field to support aviation related opportunities.	1 year	City of Klamath Falls, Klamath County, KCEDA, Klamath County Chamber, SCOEDD
	C.1.e	Work with OHSU on planning for a Rural Medical Health Services Campus	1 year	KCEDA, KCDC, TEAM Klamath
	C.1.f	Identify value added market opportunities for agriculture.	2 years	SCOEDD
C.2. Encourage renewable energy and energy generation projects.	C.2.a	Provide support to the Swan Lake Pump storage project.	Ongoing	KCEDA, Klamath County
	C.2.b	Look for opportunities to use renewable energy to offset costs of power for agricultural operations.	Ongoing	SCOEDD, OREGON TECH
	C.2.c	Work with communities on expansion of geothermal resource for geothermal heating districts and utilization of geothermal for industrial uses.	Ongoing	SCOEDD, OREGON TECH, LCRI, Town of Lakeview

Strategy		Actions	Timeframe	Lead Partners
C.3 Partner with Lake County Resources Initiative (LCRI) on using Innovation and Learning Center to expand on renewable energy innovation.	C.3.a	Create an incubator environment for scientists, engineers, businesses and community leaders to evaluate renewal energy projects and brain storm innovation in renewable energy.	1 year	LCRI/SCOEDD
	C.3.b	Identify companies that are developing new technologies and invite them to use Lake County as a testing site.	2 years	LCRI/SCOEDD
	C.3.c	Hold symposiums and workshops on Renewable Energy opportunities and develop renewable energy curriculum for future certification.	1 year	LCRI/SCOEDD
C.4 Work with ODOT on feasibility of developing rail hub facilities in Klamath Falls.	C.4.a	Seek funding to identify potential sites and work with Class 1 railroads to develop hub.	1 year	SCOACT
C.5 Incorporate recreation and tourism activities assets into economic development promotional material.	C.5.a	Work with county tourism organizations to develop creative materials that communicate county's brand messaging while reinforcing that the region is a great place to 'live-work-play'.	1 year	SCOEDD, Discover Klamath VCB, Chambers of Commerce
	C.5.b	Explore potential opportunities within Discover Klamath's and Lake County Chamber out-of-area marketing efforts to integrate an economic development messaging.	1 year	Chambers of Commerce, Discover Klamath
	C.5.c	Continue efforts to designate areas of Lake and Klamath Counties as scenic bikeways.	2 years	Local Citizens

GOAL D: Work with industry, entrepreneurs, and public entities to ensure workforce training opportunities are aligned with the needs of regional employers

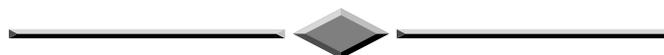
Strategy		Actions	Timeframe	Lead Partners
D.1 Create a regional learning center with both on-site and distance education opportunities.	D.1.a	Participate in the implementation of the Innovation and Learning Center project located in the Daly School in Lakeview.	Ongoing	SCOEDD, LCRI, KCC, Lake County
	D.1.a	Establish Training/Testing Center on KCC and OREGON TECH campuses to offer recertification programs and continuing education requirements for local professionals.	1 year	KCC, OREGON TECH
D.2 Work with KCC and OREGON TECH to develop curriculum geared to meet the needs of the regional business community.	D.2.a	Seek partnerships with local businesses to identify training needs for employees.	Ongoing	KCC
	D.2.b	Participate in the Industry advisory committees at OREGON TECH.	Ongoing	SCOEDD, LCRI
	D.2.c	Promote student internships with area businesses.	Ongoing	SCOEDD
	D.2.d	Identify funding for the World of Work Program.	Ongoing	SCOEDD
D.3 Work with Regional High Schools to ensure we have a work ready community.	D.3.a	Continue to collaborate on the Career/Job Expo.	Yearly	KCC, Worksource Klamath
	D.3.b	Develop a coordinated plan to significantly reduce Klamath County's high school dropout rate.	1 year	Community Leaders

GOAL E: Expand new business formation in the region by focusing on entrepreneur development programs

Strategy		Actions	Timeframe	Lead Partners
E.1 Provide more training opportunities targeted specifically for aspiring entrepreneurs.	E.1.a	Offer business “boot camp” such as FastTrac or NxLevel to help entrepreneurs develop their business idea, research and test the market, and better understand how to manage a business.	1 year	SCOEDD, SBDC, KCC, OREGON TECH
E.2 Enhance access to capital.	E.2.a	Develop an Entrepreneur Development fund that fronts the money to make student loan-repayments for up to three years if the student starts a business in Klamath County.	2 year	SCOEDD, Klamath County Chamber, Klamath IDEA
	E.2.b	Identify and work with a steering committee to develop a Business Plan competition for OREGON TECH and KCC students – would involve raising funds from investors, organizing the competition, identifying mentors, plus managing the annual event.	1 year	SCOEDD, SBDC, KCC, OREGON TECH, Klamath IDEA
	E.2.c	Market existing gap financing programs.	Ongoing	SCOEDD, KCDC, Lake County

Strategy		Actions	Timeframe	Lead Partners
E.3 Help foster an entrepreneurial spirit in the region.	E.3.a	Raise awareness of entrepreneurship by profiling successful business owners in local media sources.	Ongoing	SCOEDD, Klamath County Chamber
	E.3.b	Creation of a Tech Shop to aid in prototype development.	2 years	Klamath County Chamber, OREGON TECH, KCC, KCEDASCOEDD
	E.3.c	Sponsor an Entrepreneur Expo	1 year	SCOEDD
E.4 Develop business incubator to support new business startup	E.4.a	Implement Klamath IDEA (Inspire Development – Energize Acceleration) to provide support to entrepreneurs for start-up, business expansion, product development and commercialization	1 year	Klamath County Chamber, OREGON TECH, KCC, KCEDA,SCOEDD
	E.4.b	Develop Marketplace for kiosk/food cart training and product development	1 year	SCOEDD, City of Klamath Falls

Regional Priority Project List



The following projects have been identified through public forums, committee meetings and various outreach measures to be a high priority for the region. Additional projects that have been identified by individual communities in the infrastructure needs assessment are included as Appendix A.

GOAL A: Create economic opportunities by maintaining and improving our public infrastructure and capitalizing on our natural and cultural assets

PRIORITY	PROJECT	SPONSOR	TIMEFRAME	JOB	BUDGET	FUNDING SOURCE	PROJECT TYPE
	Technical Assistance to Communities to assist in developing applications for funding infrastructure improvements.	SCOEDD	2013-2015	.5 FTE	\$100,000	State/Local	Technical Assistance
	Extension of Brett Way to Homedale to open industrial lands at the Klamath Falls Airport.	City of Klamath Falls and Klamath Co	2014-2016	300	\$4,185,000	STIP/Local	Infrastructure
	Complete Planning and design for Wastewater Plant replacement for City of Chiloquin to address compliance issues.	City of Chiloquin	2014	TBD	\$800,000	Federal/State/Local	Planning
	Rail line upgrades.	Lake Co. Railroad	2014-2015	20	\$3,000,000	Federal/State/Local/Private	Infrastructure

PRIORITY	PROJECT	SPONSOR	TIMEFRAME	JOB	BUDGET	FUNDING SOURCE	PROJECT TYPE
	Improvements to City of Merrill’s water system including a new 500,000 gallon water tank, pump station, new well and well house, and telemetry and controls.	City of Merrill	2014	TBD	\$2,473,000	Federal/State/Local	Infrastructure
	Feasibility study for improving drinking water quality in Lakeview.	Town of Lakeview	2014-2015	TBD	\$100,000	Federal/State/Local	Planning
	US 97 Passing Lanes.	ODOT	2015-2020	TBD	TBD	Federal/State/Local	Infrastructure
	Support Klamath Falls efforts to fund the East Main Street Bypass/OC&E Pedestrian Bike Flyover.	City of Klamath Falls	2014-2020	TBD	\$21,600,000	Federal/State/Local /Private	Infrastructure
	Town of Bonanza Safe Walk through Highway 70 Corridor.	Town of Bonanza	2014	TBD	\$975,000	Federal/State/Local	Infrastructure

PRIORITY	PROJECT	SPONSOR	TIMEFRAME	JOBS	BUDGET	FUNDING SOURCE	PROJECT TYPE
	Update and implement facilities plan for Crescent Sanitary District	Crescent Sanitary District	2014-2015	TBD	\$6-9 mil	Federal/State/Local	Infrastructure
	Lakeview E Street Enhancements/Streetscape Project.	Town of Lakeview	2014-2015	TBD	\$1,600,000	Federal/State/Local/ Foundations	Infrastructure
	Develop Communities Downtown Revitalization Plans.	Cities/CAT Teams/ SCOEDD	2014-2016	TBD	\$200,000	Federal/State/Local/ Foundations	Technical Assistance

GOAL B: Work with existing industries to retain and expand quality jobs in the region.

PRIORITY	PROJECT	SPONSOR	TIMEFRAME	JOBS	BUDGET	FUNDING SOURCE	PROJECT TYPE
	Change out woodstoves to alternative renewable energy resources.	SCOEDD	2014-2016	TBD	\$2,000,000	Federal/State/Local	Technical Assistance
	Bring Natural Gas into Town of Lakeview	Lake County, Town of Lakeview, Private Businesses	2014-2015	80	\$3,500,000	Federal/State/Local/ Private	Infrastructure
	Feasibility study for developing a craft distillery industry based on locally agriculture resources.	KCDC, KCEDA	2014	TBD	\$50,000	Federal/State/Local/ Private	Planning

GOAL C: Attract new private sector investment to the region

PRIORITY	PROJECT	SPONSOR	TIMEFRAME	JOBS	BUDGET	FUNDING SOURCE	PROJECT TYPE
	Develop target industries recruitment plan and marketing materials.	KCEDA, TEAM, Lake County Economic Committee	2014	TBD	\$75,000	Federal/State/Local	Technical Assistance
	Inventory current industrial lands, certify shovel ready sites and identify excess manufacturing capacity.	SCOEDD, KCDA	2014	TBD	\$50,000	Federal/State/Local/Private	Technical Assistance
	Develop a Center of Energy Innovation to present the successful Lakeview energy model to community organizers, contractors, businessmen and residents	LCRI, OREC	2014-2015	TBD	\$150,000	Federal/State/Local/Foundations	Technical Assistance
	Identify potential sites for railroad hub.	SCOEDD KCEDA ODOT	2014	TBD	\$75,000	Federal/State/Local/Foundations	Planning
	Development of Klamath Tribes Wood Utilization Business Center Plan	Klamath Tribes	2014-2015	TBD	\$4,300,000	Federal/State/Local/Foundations	Infrastructure
	Planning grant for a Rural Medical Health Services Campus	OHSU, KCEDA	2014	TBD	\$50,000	Federal/State/Local/Foundations	Technical Assistance

GOAL D: Work with industry, entrepreneurs, and public entities to ensure workforce training opportunities are aligned with the needs of regional employers

PRIORITY	PROJECT	SPONSOR	TIMEFRAME	JOBS	BUDGET	FUNDING SOURCE	PROJECT TYPE
	Complete the final elements of the Innovation and Learning Center in Lake County that is offering education that is normally only accessible elsewhere, as well as innovative educational programs unique to the region.	KCC, Lake County School District #7, LCRI	2014	TBD	\$535,000	Federal/State/Local/Foundations	Infrastructure
	Funding for facilities to expand KCC's Career Technical Education offerings.	KCC	2014	TBD	\$9,500,000	Federal/State/Local/Foundations	Infrastructure
	Fund customized World of Work training program that address work ethic and soft skills development.	KLRHC/KCC	2014	.25 FTE	\$50,000	Federal/State/Local/Foundations	Technical Assistance

GOAL E: Expand new business formation in the region by focusing on entrepreneur development programs

PRIORITY	PROJECT	SPONSOR	TIMEFRAME	JOBS	BUDGET	FUNDING SOURCE	PROJECT TYPE
	Implement Klamath IDEA (Inspire Development – Energize Acceleration) to provide support to entrepreneurs for start-up, business expansion, product development and commercialization.	Klamath County Chamber	1 year	TBD	\$75,000	Federal/State/Local/Foundations	Technical Assistance
	Develop Business Plan for Marketplace for kiosk/food cart training and product development (commercial kitchen feasibility).	SCOEDD	1 year	TBD	\$30,000	Federal/State/Local/Foundations	Technical Assistance
	Manufacturing Acceleration Center (MAC) at OREGON TECH to engage in the testing, prototyping, and acceleration of manufacturing technologies and processes for the purpose of deploying new products and services that will grow jobs in rural communities.	OREGON TECH	2014-2016	TBD	\$600,000	Federal/State/Local/Foundations	Technical Assistance

PRIORITY	PROJECT	SPONSOR	TIMEFRAME	JOBS	BUDGET	FUNDING SOURCE	PROJECT TYPE
	Offer business development training, access to capital, mentoring and networking opportunities.	SCOEDD/ SBDC	Ongoing	TBD	\$30,000	Federal/State/Local/ Foundations	Technical Assistance
	Develop an Entrepreneur Development fund that fronts the money to make student loan-repayments for up to three years if the student starts a business in Klamath County.	SCOEDD/ Klamath County Chamber	1 year	TBD	\$200,000	Federal/State/Local/ Foundations	Technical Assistance

APPENDIX A

Regional Project List

The following projects have been identified by local communities as needed infrastructure projects for individual community and economic development efforts but were not listed as priority projects for the region.

PRIORITY	ACTIVITY	LEAD	TERM	FUNDING
High	Complete improvements to Klamath Falls Airport to accommodate economic development	City of Klamath Falls	Near	Federal/Local
High	Paving of road into Lake County Airport	Lake County	Near	Federal/State/Local
High	Conduct Assessment of sites for locating larger scale solar	SCOEDD	Near	Federal/State/Local
High	Fund Lake County Energy Specialist	LCRI	Ongoing	Federal/State/Local/Foundations
High	Work with farmers and ranchers on economics of growing oil crops factoring in energy and production tax credits	SCOEDD	Near	Federal/State/Local
High	Complete paving of OC&E Trail	State Parks	Ongoing	Federal/State/Local/Private
High	Construct Emergency Services Facility	BLY, Chiloquin, Lake County, Klamath County District 1, Merrill Fire Districts	Near	State
High	Replace Water system	Bly Water District	Near	Federal/State/Local
High	Support increased law enforcement in Chiloquin	City of Chiloquin/ Klamath County	Near	Federal/State/Local/Private
High	Town of Lakeview Streetscape	Town of Lakeview	Ongoing	Federal/State/Local/Private
High	Plan and construct Rodeo Grounds Renovation	Lake County Fair Board	Mid Term	Federal/State/Local
High	Construct water purification system to correct contamination problems	Town of Bonanza, City of Malin	Near	Federal/State/Local

PRIORITY	ACTIVITY	LEAD	TERM	FUNDING
High	Create a sewer district and construct community waste water system	Chemult Community Action Team/ Klamath Co.	Near	Federal/State/ Local
High	Wastewater compliance	Bonanza	Ongoing	Federal/State/ Local
High	Chemult Community Center	Chemult Community Action Team/ Klamath Co.	Near	Federal/State Local
High	Construct Airport Terminal	Christmas Valley Parks and Rec	Long Term	Federal/State/ Local/Private
High	Sludge removal and sewer system expansion	Town of Bonanza	Near	Federal/State/ Local
High	Construct additional storage pond to comply with sewer capacity	City of Malin	Near	Federal/State/ Local
High	Construct Sewer system in Crescent/Gilchrist	Crescent/Gilchrist Sewer District	Near	Federal/State/ Local/Private
High	Construct Crescent Water System Improvements	Crescent/Gilchrist CAT	Near	Federal/State/ Local/Private
High	Highway 97 Improvements for Safety and Freight Mobility	Klamath County	Ongoing	Federal/State/ Local/Private
High	Plan and Construct Emergency Services Building to house EMT, OSP and County Sheriff	Crescent/Gilchrist CAT	Near	Federal/State/ Local/Private
High	Sprague Valley medical center upgrades	Sprague Valley Medical Center, Inc	Near	Federal/State/ Local/ Foundations
High	Construct County Health Department Bldg	Klamath County	Midterm	Federal/State/ Local/Private
High	Westside Refinement	ODOT/City of Klamath Falls/ Klamath County	Midterm	Federal/State/ Local/Private
High	Highway 31 Improvements for freight mobility	Lake County	Midterm	Federal/State/ Local/Private
High	Increase accessibility of civic center for seniors and disabled	Merrill Park District	Long Term	Federal/State/ Local/Private
High	Build Emergency Services Facility	Merrill Fire District	Near	Federal/State/ Local/Private

PRIORITY	ACTIVITY	LEAD	TERM	FUNDING
Medium	Montelius Street Reconstruction	City of Klamath Falls	Near	Federal/State Local/Private
Medium	Chiloquin Airport Infrastructure improvements	Chiloquin EDC	Long Term	Federal/State Local/Private
Medium	Study feasibility of starting alfalfa cooperative to manufacture alfalfa value added products incorporating geothermal as a drying source	Lake County Hay and Forage Association	Near	Federal/State Local/Private
Medium	Update comprehensive plan for Christmas Valley	Lake County	Mid Term	State/Local
Medium	Airport fencing and road upgrades	City of Malin	Long Term	Federal/State/ Local
Medium	Improvement to 395 for Safety and Freight Mobility	ODOT/Lake County	Near	Federal/State Local/Private
Medium	South Sixth/Hilyard Intersection upgrades	ODOT/Klamath County	Long Term	Federal/State/ Local
Medium	Plan and Construct Community Center/Fire Fighting Training Center	BLY Rural Fire Protection	Long term	Federal/State Local/Private
Medium	Construct Storage Facility	Bonanza/Langell Valley Vector	Near	Federal/State Local/Private
Medium	Plan and construct Community Hall	Christmas Valley Parks and Recreation	Long term	Federal/State Local/Private
Medium	Construct East Main extension from South 6th Street to Washburn	City of Klamath Falls	Midterm	State/Local
Medium	Development of South-side Park in Klamath Falls	City of Klamath Falls	Near	State/Local
Medium	Plan and Construct Rodeo Grounds Renovation	Christmas Valley Parks and Rec	Long term	Federal/State Local/Private
Medium	Construct Bike path around athletic fields	Merrill Park District	Long term	Federal/State/ Local/Private
Medium	Plan and construct Crescent Community Center	Crescent/Gilchrist CAT	Long term	Federal/State/ Local/Private
Medium	Construct Office Facility	Langell Valley Irrigation District	Long term	Federal/State/ Local/Private
Medium	Chiloquin mill site redevelopment	Chiloquin EDC	Long term	Federal/State/ Local/Private

APPENDIX B

SCOEDD BOARD MEMBERSHIP ROSTER

June 2013

1. GOVERNMENT REPRESENTATIVES

Name	Government	Position
Dennis Linthicum, Chair	Klamath County	Commissioner
Jim Bellet	Klamath County	Commissioner
Tom Mallams	Klamath County	Commissioner
Brad Winters	Lake County	Commissioner
Dan Shoun	Lake County	Commissioner
Ken Kestner	Lake County	Commissioner
Kenneth McCoy	Bonanza, Town	City Council
Joe Hobbs	Chiloquin, City	Mayor
Nathan Cherpeski	Klamath Falls, City	City Manager, Mayor appointee
Ray Simms	Lakeview, Town	Town Manager, Mayor Appointee
Gary Zieg	Malin, City	Mayor
Tim Saunders	Merrill, City	Mayor
Jeff Mitchel	Klamath Tribes	Tribal Member

2. NON-GOVERNMENT REPRESENTATIVES

Private Sector Representatives:	Company / Enterprise	Position
Terry Utley	Arrow Realty	Owner, Manager
Mark Douglas	Colahan Enterprises	Co-Owner

Stakeholder Organization Representatives:

Name	Organization	Position
Roberto Gutierrez	Klamath Community College	President
Charles Massie	Klamath County Chamber of Commerce	Executive Director
Tallulah Chiono	Lake County Chamber of Commerce	Executive Director
Randall Norris	Worksource Oregon	Manager
Charlie Jones	Oregon Institute of Technology Renewable Energy Center	Director
Jim Walls	Lake County Resources Initiative	Executive Director
LH 'Trey' Senn	Klamath County Economic Development Association	Director

3. AT-LARGE REPRESENTATIVES

Name	Area of Interest	Background
Amanda McAdams	Forestry – US Forest Service	District Ranger
Ernie Palmer	Transportation	Transit Director

APPENDIX C

ECONOMIC DEVELOPMENT PARTNERS

BOCC – Board of County Commissioners - The Klamath and Lake County Board of Commissioners consists of three (3) elected individuals. Each full-time partisan term is for four (4) years and is paid a salary established by the Budget Committee. The Board oversees all county activities with the exception of the Sheriff and the District Attorney. The position of board chairman is by appointment from the entire board. The term of the chairman is one (1) year and rotates among the commissioners. A quorum of two (2) constitutes a majority vote and is necessary to decide any questions that come before the Board.

Christmas Valley Chamber of Commerce – North Lake County, Oregon is home to the oldest, as well as the newest towns in Lake County. The Chamber supports the interest of local business, enhance continued growth, and maintain the quality of life in North Lake County.

City of Klamath Falls – The City operates under a Council-Manager home rule charter with five council members and a mayor. The City provides water and wastewater services and operates the Klamath Falls Airport.

Discover Klamath - Discover Klamath – A not-for-profit, private corporation organized to develop, promote, and maintain the healthy visitor industry of Klamath County, Oregon. As a newly organized group, Discover Klamath uses the traditional marketing methods of designing and distributing a variety of informational literature. They also maintain a visitor kiosk at the Favell Museum. As they develop, they plan to focus more on the non-traditional methods of internet website presence, and viral marketing through social networking sites like Facebook and Twitter, as well as Geo-tourism and Heritage tourism. Klamath County is now included in the National Geographic Central Cascade Geotourism Map Guide that covers the Cascade Range from Seattle to Ashland, over to Klamath Falls, up through Bend and back into Washington. Discover Klamath plans to work in close co-operation with Crater Lake National Park and Lava Beds National Monument.

KCC – Klamath Community College - Klamath Community College offers quality learning opportunities that enhance growth and development for the individuals, businesses and organizations within our greater community. KCC perceives education as a lifelong process and provides a wide variety of educational and recreational courses to meet the needs of the community. Full-time courses, short courses, workshops, and seminars are offered on the KCC campus and in many locations throughout the community.

Klamath County Chamber of Commerce - The Klamath Chamber of Commerce is a tool to help business grow by promoting increased business opportunities while reducing the cost of doing business by monitoring legislation and encouraging pro-business changes; responding to thousands of letters and phone calls each year which request information

about vacation, residential and business opportunities in Klamath County, compiling useful employment and demographic data, coordinate several community events during the year as well as events only for members.

KCDC – Klamath Community Development Corporation – a 501 © 3 formed by the City of Klamath Falls and Klamath County to facilitate economic recovery of the greater Klamath Falls community. KCDC functions as a publicly supported, not-for-profit entity holding properties, developing community facilities and otherwise assisting industry and commerce.

KCEDA - Klamath County Economic Development Association (KCEDA) is a private, non-profit corporation chartered over 35 years ago to foster and develop responsible industrial activities in the Klamath Region of South-Central Oregon. Their goal is to ensure economic vitality in this area. They recruit new manufacturing and industry to the area while retaining and expanding existing business and industry.

Lake County Chamber of Commerce – works to collectively coordinate promotion of economic stability, support the interest of local business, enhance continued growth, and maintain the quality of life in Lake County

Lake County Resources Initiative (LCRI) - As a way of addressing economic challenges in the natural resource-based economies in Lake County, LCRI is developing strategies to facilitate technology development within the forest product industry. With close ties to the Lake County Sustainability Working Group and a strong local board of directors, LCRI is taking action to promote a strong economy based on a healthy, thriving environment. To help build contractor capacity, LCRI provides training opportunities to better equip local contractors to compete for work in the woods.

The **Oregon Business Development Department (OBDD)** - provides economic and community development and cultural enhancement throughout the state, and administers programs that assist businesses, communities and people. Larry Holzgang is the regional Business Development Officer for Harney, Jackson, Josephine, Klamath and Lake Counties.

Oregon Institute of Technology (OREGON TECH) - As the Oregon University System (OUS) institution with a focused mission to deliver technology education statewide, Oregon Institute of Technology (OREGON TECH) develops and maintains partnerships with public and private institutions, businesses and industries, healthcare organizations and government agencies to ensure quality programs that meet the needs of students and the organizations that employ them. Increasingly, OREGON TECH is participating in initiatives to increase access to its technology programs by sharing facilities and human resources with other OUS institutions and community colleges throughout the state.

Oregon Renewable Energy Center (OREC) - promotes energy conservation and renewable energy use in Oregon and throughout the Northwest through applied research, educational

programs, and practical information. Wise energy use is the foundation for a sustainable economy, good jobs, and economic prosperity.

Regional Solutions Centers (RSCs) - Governor Kitzhaber has established Regional Solutions Centers and Teams through the state to help communities rebuild a strong economy for Oregon by facilitating collaboration and integration beyond current practices. The Governor's goal is to approach community and economic development by recognizing the unique needs of each region in the state and working at the local level to identify priorities, solve problems, and seize opportunities to get specific projects completed. The Regional Solutions Team works to address the needs of counties and cities by providing a neutral forum and a place for state agencies to work collaboratively with local governments, as well as civic and private interests, to help solve problems and seize opportunities that local communities have identified as regional priorities. The South Central Oregon Regional Solutions Team includes: the Department of Environmental Quality (DEQ), the Department of Land Conservation & Development (DLCD), the Department of Transportation (ODOT), the Department of Housing & Community Services (OHCS), the Business Development Department (OBDD), the Department of Energy and the Water Resources Department.

Small Business Development Center (SBDC) offers one-stop assistance to individuals and small businesses by providing a wide variety of information and guidance. Business advisors are experienced in a variety of business topics including analyzing cash flow, marketing, international trade, valuing a business, and intellectual property concerns. The SBDC is located at KCC and serves both Klamath and Lake County

South Central Oregon Economic Development District (SCOEDD) - formed in 1999, serves as the primary conduit for regional economic development resources for Klamath and Lake Counties Oregon. It provides the professional staff to support economic development planning on a regional basis, and to the individual economic development efforts of the counties. SCOEDD also manages and administer regional grant and loan programs.

Town of Lakeview – the county seat of Lake County, the town works to enhance existing business and provide employment opportunities through new business development.

WorkSource Klamath – is a partnership of agencies working together to provide services for businesses. Offerings are available through the One Stop Center located in Klamath Falls. Programs include employee recruitment and personnel services; training and education and services for businesses. Partners include:

- ✓ Central Oregon Intergovernmental Council
- ✓ Department of Human Services
- ✓ Klamath Community College
- ✓ Office of Vocational Rehabilitation Services
- ✓ Oregon Human Development Corporation
- ✓ Oregon Employment Department

PARTNERS AND RESOURCES

Economic Development Contacts

Klamath County Economic Development Association

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South Central Oregon Economic Development District

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Lake County – Economic Development

Audrey Henry, Economic Development Specialist
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Lakeview, OR 97630
Ph. 541-947-6013
Fax 541-947-2144
Email: audrey@scoedd.org

Community Governments

Bonanza – Town Council meets first Monday of the month – 7:30 p.m.

Mayor – Betty Tyree, **City Clerk/City Treasurer** – Karen Petersen

Council Members

Position 1 – Robert Bacon

Position 2 – Ken McCoy

Position 3 – Lillian Slayter

Position 4 – Irvin Petersen

Position 5 – Glennise Tyree

Mailing Address, phone, & fax

2900 4th Ave.

PO Box 297

Bonanza, OR 97623

Ph. 541-545-6566

Fax 541-545-1027

Bonanza – Town Council meets first Monday of the month – 7:30 p.m.

Chiloquin – City Council meets the second Monday and fourth Tuesday – 6:30 p.m.

Mayor – Joe Hobbs

Council Members

Julie Trevino

Carolyn Blackmon

Jill Prewitt

Kathy Erion

Jeff Mitchel

Ray Kirk

Mailing Address, phone, & fax

122 South Second St.

PO Box 196

Chiloquin, OR 97624

Ph. 541-783-2717

Fax 541-783-2035

Klamath County – Board of County Commissioners meets every Tuesday – 9:00 a.m.

Chair – Dennis Linthicum

Commissioners

Jim Bellet

Tom Mallams

Mailing Address, phone, & fax

305 Main St., Second Floor

Klamath Falls, OR 97601

Ph. 541-883-5100

Fax 541-883-5163

Klamath Falls – City Council meets first and third Monday of the month – 7:00 p.m.

Mayor – Todd Kellstrom – toddkellstrom@gmail.com – 541-891-9013

Council Members

Ward 1 – Trish Seiler - trish43@aol.com – 541-884-8248

Ward 2 – Bud Hart – bud_hart@charter.net – 541-884-1807

Ward 3 – Matthew Dodson – mdodson@ci.klamath-falls.or.us

Ward 4 – Dan Tofell – danb1956@aol.com 541-884-9760

Ward 5 – Bill Adams – 541-884-6507

Mailing Address, phone, & fax

500 Klamath Avenue

Klamath Falls, OR 97601

Ph. 541-883-5316

Fax 541-883-5399

Klamath Tribes – Tribal Council meets the fourth Thursday of the month – 3:00 p.m.

Chair – Don Gentry

Council Members

Anna Bennett

Torina Case

Brandi Hatcher

Kathy Hill

Shawn Jackson

Charles E. Kimbol

Vivian Kimbol

Frank Summers

Rose Mary Treetop

Taylor R. Tupper

Mailing Address, phone, & fax

501 Chiloquin Blvd.

PO Box 436

Chiloquin, OR 97624

Ph. 541-783-2219 or 800-524-9787 ext. 100, 170

Fax 541-783-3706

Lake County – Board of County Commissioners meets the first and third Wednesday of the month 10:00 a.m.

Chair – Ken Kestner

Commissioners

Brad Winters

Dan Shoun

Mailing Address, phone, & fax

513 Center St.
Lakeview, OR 97630
Ph. 541-947-6003
Fax 541-947-5775

Lakeview – Town Council meets the second and fourth Tuesday of the month – 4:00 p.m.

Mayor – Mike Patrick

Council Members

Sandra Wenzel
Sharon Faulkner
Mike Warren
Michael Hughes

Mailing Address, phone, & fax

525 N. First St.
Lakeview, OR 97630
Ph. 541-947-2029
Fax 541-947-2952

Malin – City Council meets second Tuesday of the month – 7:30 p.m.

Mayor – Gary Zeig

Council Members

Phil Beasly
Sheldon Buller
John Hughto
Wayne Williams
Agnes Turner-Wise
Connie Venegas

Mailing Address, phone, & fax

2432 4th Street
PO Box 61
Malin, OR 97632
Ph. 541-723-2021
Fax 541-723-2011

Merrill – City Council meets second Tuesday of the month – 7:00 p.m.

Mayor – Tim Saunders

Council Members

Position 1 – Richmond (Dick) Carleton
Position 2 - Cynthia Lesh
Position 3 – Melody Smith
Position 4 - Cynthia Cowan-Taylor

Mailing Address, phone, & fax

300 E. 1st St.
PO Box 487
Merrill, OR 97633
Ph. 541-798-5808
Fax 541-798-0145

Paisley – City Council meets first Tuesday of the month – 7:00 p.m.

Mayor – Mark Douglas

Council Members

Dale Blair-Council President
Robert Davis
Jo M Hoppe
Ronne Lindsay

Mailing Address, phone, & fax

PO Box 100
Paisley, OR 97636
Ph. 541-943-3173
Fax 541-943-3982

State Government

Governor

John Kitzhaber – Democrat
160 State Capitol
900 Court Street
Salem, Oregon 97301-4047
Ph. 503-378-4582

State Senator District 28

Doug Whitsett – (R), Klamath Falls
State Capitol, 900 Court St. S302
Salem, OR 97301
Ph. 503-986-1728 or 800-332-2313
sen.doug.whitsett@state.or.us
<http://www.oregonlegislature.gov/whitsett>
23131 N. Poe Valley Rd.
Klamath Falls, OR 97603
Ph. 541-882-1315

State Senator District 30

Ted Ferrioli (R)
900 Court St NE, S-323
Salem OR 97301
503-986-1730
Sen.TedFerrioli@state.or.us
<http://www.oregonlegislature.gov/ferrioli>

State Representative District 55

Representative Mike McLane – (R)
Capitol Address: 900 Court St NE, H-385, Salem, OR, 97301
District Office Address: PO Box 13, Powell Butte, OR, 97753
Capitol Phone: 503-986-1455
District Phone: 541-233-4411
rep.mikemclane@state.or.us
<http://www.leg.state.or.us/mclane>

State Representative District 56

Gail Whitsett (R)
State Capitol, 900 Court St. NEH484
Salem, OR 97301
Ph. 503-986-1456

Rep.GailWhitsett@state.or.us
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Klamath Falls, OR 97601
Ph / Fax 541 – 882 – 0490

State Representative District 60

Cliff Bentz (R)
900 Court St. NE, H-475
Salem 97301
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Rep.CliffBentz@state.or.us
<http://www.oregonlegislature.gov/bentz>

Oregon Business Development Department (OBDD)

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Regional Solutions Team

Annette Liebe
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E Mail: Annette.liebe@state.or.us

Oregon Department of Environmental Quality

Region Administrator - Linda Hayes Gorman
Department of Environmental Quality (Bend office)
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541-388-6146
Fax: 541-388-8283

Oregon Department of Agriculture

Jerry Gardner
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Oregon Department of Transportation

Mike Stinson, District Manager Region 11
Norman "Butch" Hansen, South Central Oregon Area Manager
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Klamath Falls, OR 97601
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Federal Government

Congressman Greg Walden – Second District, Oregon

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Medford, OR 97504
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Fax 541 – 779 – 0204

Main Office
1404 Longworth House Office Building
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Senator Ron Wyden – Oregon

Federal Courthouse
310 West 6th St., Room 118
Medford, OR 97501
Ph. 541-858-5122

Main Office
223 Dirksen Senate Office Building
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Senator Jeff Merkley

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Bureau of Land Management

Klamath Falls

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Lakeview Office

Carol Benkosky
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U.S. Forest Service

Fremont – Winema

Headquarters – Multi Agency Building
Tracy Beck – Interim Forest Supervisor
1301 South G Street
Lakeview OR 97630
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Margaret Bailey – District Ranger (Klamath Falls)
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Community Chambers of Commerce

Klamath County Chamber of Commerce

Charles “Chip” Massie – Executive Director

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Lake County Chamber of Commerce

Tallulah Chiono– Executive Director

126 North E Street

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tchiono@lakecountychamber.org

www.lakecountychamber.org

Christmas Valley Chamber of Commerce

Ronne Lindsay, President

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North Klamath County Online Visitors Center

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KIX 96 FM KFEG 104.7 FM KKRB 107 FM KFLS 1450 AM

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PO Box 1450
Klamath Falls, OR 97601
Ph. 541-882-4656
Fax 541-884-2845
Web: www.klamathradio.com

KLAD 92.5 FM
KKJX 960 AM

KYSF 102.9 FM
KAGO 1150 AM

KAGO 99.5 FM

Basin Media Active
Rob Siems, General Manager
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PO Box 339
Klamath Falls, OR 97601
Ph. 541-882-8833
Fax 541-882-8836
Web: www.kladfm.com

KQIK 93.5 FM and 1230 AM

Marcie Wade
Tommie Dodd
629 Center St.
Lakeview, OR 97630
Ph. 541-947-3351
Fax 541-947-2309
Email: KQIK@tnet.biz

KITC 106.5 FM (low power station)

PO Box 310
Gilchrist, OR 97737
Ph. 541-433-5482

KLCR 95.3 FM
Lake County Radio
Mike Warren, Station Manager
PO Box 723
Lakeview, OR 97630
Ph/Fax: 541-947-3325
Email: warrenstations@gooselake.com

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231 East Main St.
Klamath Falls, OR 97601
Ph. 541 – 883 – 3131
Fax 541 – 883 – 8931
Web: www.kdrv.com

KMVU Channel 26 – FOX

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Medford, OR 97504

Ph. 541 – 772 – 2600

Fax 541 – 772 – 7364

Email: reception@kmvu-tv.com

Web: www.fox26medford.com

KOTI Channel 5 KOB Channel 2 – NBC

Lyle Ahrens – Local News Person
Bill Kelly – News Director/Medford – 541-779-5555
222 South 7th St.

Klamath Falls, OR 97601

Ph. 541 – 882 – 2222

Fax 541 – 883 – 7664

Web: www.localnewscomesfirst.com

KTVL Channel 10 – CBS

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Medford, OR 97501

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Fax 541 – 779 – 0451

Email: ktvl@ktvl.com

Web: www.ktvl.com

APPENDIX E
CEDS Committee 2013

Name	Business	Position	Economic Interest	Other Representation
Mark Douglas	Colahan Enterprises Inc	Co-Owner	Agriculture	Paisley City Council
Kathie Philps	Pacific Crest Credit Union	President	Banking	Klamath Lake Center for Community Renewal – President
Charles Massie	Klamath County Chamber of Directors	Executive Director	Business	Business Owner - Antonio's Restaurant
Bridgette Griffin	Washington Federal	Vice President & Regional Credit Administrator	Commercial Banking	Junior Achievement
Linda Weider	Windemeer Real Estate	Principal Broker	Commercial Real Estate	Sky Lakes Medical Center Board of Directors
Brian Brown	Brian Brown Engineering	Owner	Engineering Services	Adjunct Professor – OREGON TECH
Mark Wendt	Diversified Contractors Inc	President	General Contractor	Mark and Karen Wendt Foundation
Brad Winters	Lake County	Commissioner	Government	Business Owner
Charlie Jones	Oregon Institute of Technology	Dean, School of Engineering, Technology, and Management	Higher Education	Oregon Renewable Energy Center
Adam Burrell	SolenSphere Renewables Inc	Owner	Manufacturing	Oregon Tech Student
Suzanne Steward	Lakeview Ready-mix	President	Mining	Lake County Development
Jim Walls	Lake County Resources Initiative	Executive Director	Natural Resources/ Renewal Energy	Oregon Community Foundation
Trish Seiler	City of Klamath Falls	City Council	Nonprofit Services	Public Official - Klamath Falls City Council
Ann Cavanaugh	Smith Bates Printing	Co-Owner	Printing/Publishing	Discover Klamath - Tourism Board
Ray Simms	Town of Lakeview	Town Manager	Public Administration	SCOEDD Board of Directors
John Dey	WC Ranch, Inc	Secretary/Treasurer	Retail - Car Sales	Klamath Community Development Corp
Beverly Leigh	Regional Workforce Board	Staff	Workforce	Safe Routes to School Coordinator