# Oral History Interview with Eldon Mills and Tim Erwert – August 18, 2011

**Eldon Mills (former city manager from 1972-1992)**

**Tim Erwert (former city manager from 1992-2007)**

**AA:**   Today is Thursday, August 18, 2011. This interview is with Eldon Mills and Tim Erwert. It is being conducted by Amber Ames, City Recorder at the Hillsboro Civic Center in Hillsboro Oregon for the Oral History Program of Washington County Museum and the City of Hillsboro. Present at the interview is Juliane Schudek of the Washington County Museum.
Eldon, you gave us some background information at your last interview.
Tim, can you please introduce yourself. Please spell your name and give us some general information about yourself as well as your professional background.

**AA:**   We'll go ahead and get started then with the questions and I'll let you guys decide who should respond or if somebody wants to add in to what someone else says. But first we are going to talk about the history of the economic development in Hillsboro. So what did Hillsboro look like to you before the industrial boom?

**EM:**   Let me answer your question. When I came here in 1961 it was a sleepy little town that was dedicated to become not much more than a bedroom city for the convenience for the workers and the people in Portland that didn't want to pay the big bucks for the expensive housing on the west side. There was very little industry here. There was not any great business opportunities going on. And it appeared that the community was just slowly growing and willing to keep that kind of a façade, if I may. It was then we discovered through consultation with various members of city council and the business interests that there was a desire to make the city of Hillsboro into something much more. Much more than a bedroom community for Portland.

**AA:**   Okay.

**TE:**   Can I add to that?

**AA:**   Yeah.

**JS:**   Can you, yeah, put the answer to the question when you stopped.

**TE:**   In terms of Hillsboro before the major economic development efforts, I remember a couple of things, number one there had been a private effort a number of years before by a, I don't know if they were a non-profit, but I guess they were a profit making corporation. Hillsboro Industrial Development Corporation had actually developed some, bought some properties and developed some properties for industrial use to try to attract industries. Hadn't been entirely successful but had brought a few small industries in. But it

obviously needed a much larger effort. And I remember that although I came 10 years later than Eldon did, I came in 1971, Eldon and the city council were talking one night and Mayor Larry Johnson was the one who first said very explicitly, you know we are in danger of becoming a bedroom community to the city of Portland and I don't want that for this community. We need to do something to change that. That was really I think a major catalyst that got us moving in the direction of trying our best to change that and to not only generate a lot more industrial development but commercial development as well, to balance the community so it wouldn't just be a bedroom community.

**AA:**     And what did the downtown look like back in the seventies?

**TE:**     The downtown with exception of this block didn't look an awful lot different from  it does today except that there was a post office down where one of the city properties  is. Down on Fifth and Main. Fifth and Main or Fourth and Main,

**EM:**     Fourth and Main

**TE:**     Fourth and Main, and most of the, or a number of the buildings have been fixed up with new facades or updated facades on them but otherwise it's pretty much the same structure downtown.

**JS:**     Can you also explain the community during that time, what it looked like?

**TE:**     Well the community had a, or the nature of the community was different somewhat but mainly around the airport there was some industrial development, not much, and in the southwest area some industrial development which has expanded a little bit, both of which have expanded a little bit. Other than that was was pretty much residential neighborhoods. The commercial was mainly in the downtown. There was a little bit of commercial on 10th but not much beyond that point on TV Hwy, a couple of things out there.  And interestingly, the development subdivisions were mostly blue collar with a few white collar type subdivisions mixed in and that was pretty much it. There was some multi-family stuff near the core area but the rest were mostly motor occupy type residential.

**AA:**     How did the Esplanade change the area over there?

**EM:**     Go ahead

**TE:**     That was on your watch.

**EM:**     I know

*Laughter*

**EM:**     It just expanded an area which many people thought was going to be a great shopping opportunity. In my opinion it has not been a resounding success. Although it is still viable and operating, some of the stores have changed ownership several times I believe. It has like a Safeway it is probably the greatest business anchor it has, I can't remember the name of other one it's…

**AA:**     I know there is Target.

**EM:**     Target is the one I couldn't think of. Yeah Target. Those two I guess would be the principle ones that are still making a go, there are a lot of small businesses in between that are supporting and surviving. But it never did really bloom into what many people thought it was going to be. A lot of people thought that it would grow and it would expand into the fields behind it but there did not ever appear to be a reason to presume that was going to happen. So the expansion behind it wherever it had been is mostly residential type expansion. And at the far end of it is a restaurant that has been there for a long time. Hales Restaurant is kind of at the far end behind that is a car lot or two and a leather shop. All the way between that and the east Beaverton city limits is interspaced with various kinds of business activities other than the Intel development on the south side of TV Hwy out in the Aloha area. Probably the only really big one that I think of out there.

**TE:**     I think the Esplanade shopping center was actually the second one out in that area across 21st Avenue from the Esplanade was the first one that developed and that actually was the first time that the downtown was pitted against the property owners out there because the downtown owners felt that those shopping areas would kill the downtown. So there was quite a battle about that as the owners came in and opposed those developments. But the developments were approved first the other one, and then the Esplanade is on what was a single property the others had been a collection of several properties. The Esplanade was one property that had been owned by Henry and Louie Beglinger and their sister Margaret Satwater and it had been the family farm for many, many years and they finally decided to go ahead and sell it. And sold it to a commercial developer or sold the portion of it fronting on TV Hwy to a commercial developer and the rear portion of it was much later developed as a residential subdivision.

**AA:**     Tell me about the property where Intel Ronler Acres campus sits, what is the history of it before it was developed in the 90's?

**EM:**     Well it became…

**JS:**     One second I just need to switch here.

**EM:**     Ronler Acres became a platted subdivision by Washington County outside the corporate limits of the City of Hillsboro in 1956 I believe. Parenthetically, the city manager of Hillsboro at the time serving as the Chairman of the Washington County Planning Commission, so his signature was the signature on a proving plat, I believe in 1956. It was a large tract of land and it developed plattily. And I say plattily because that's the only development they had on it, into 18,000 square foot lots and it had no streets of course the streets were in the plat. It had no services, no utilities, no infrastructure whatsoever. But people started buying it once it was, plat was approved, buying a lot you know here and a low down

payment and a low monthly payment. It wasn't a very expensive property to begin with.

Over the years from 1956 until the middle 1980's those properties had ownership divided so many times in so many ways. Some of those properties had divided twice through the estate of owners and some of them had wound up with instead of one owner had wound up with four or more owners involved in an ownership. Also in the mid 1980's a development corporation known as Pac Trust came and talked to the city about "What are you gonna do with that? It is just sitting out there, it's a big weed patch. It's kind of an eye sore development." And we suggested to Pac Trust that they go out and buy the lots. So they spent a lot of time and a considerable amount of effort and not an inconsiderable amount of money trying to buy lots. They did not accomplish even buying as many as 300, something in the 200 plus that they managed to buy and then they came and said "We went as far as we can go, we can't go any further." Well they might have a lot here and a lot there and a lot over there something of that sort. But there wasn't anything up that amounted up like continuous property that was going to be a worthwhile development to them or us.

So then the alternative we could see and we had been thinking about it in-house, the management team had been talking about it for a year or two. We decided, let's turn it into an urban renewal area. Council went along with the idea and so, we happened to have a very aggressive economic development manager at that time named David Lawrence. And so we pulled the trigger on this and turned David loose. And he rounded up the proper legal assistance and proceeded to start to acquire the properties. He hadn't had the properties appraised. Not a simple purchase thing but they ultimately did get all of the properties purchased, short of I believe of having to go to court on a property paid more for some than they originally planned but anyways they wound up with total ownership.

Some place between that and the meeting with Intel management somebody had sold Intel on the idea that it would be a great development. I credit Tim, I credit Dave Lawrence both of them in that endeavor. It's easy for me to throw that credit up there because in the midst of this whole thing, ya know I took retirement and sat back and watched to see what those two guys were gonna do with it. Well you look up there now and you can see what they did with it. They have made it an opportunity for Intel to make a worldwide investment in this community. Probably the one of its kind in the state of Oregon and maybe in at least part of the west coast. And I don't know what else to tell you about it. It felt right timing wise and it felt right economically and the right people were pulling the strings. If Tim wants to add something to that since I give him most of the credit. He is welcome to do it.

**TE:**     Well interestingly enough Ronler Acres was not nearly the beginning of the economic slash industrial development in Hillsboro. Years before under Eldon we had attracted a number of international firms that came into the city. And Eldon had been instrumental in negotiating out getting utilities extended to the lots that they were buying and so on so we could get some infrastructure out there that could support other economic development. And we had NECE and Fugitsu who were both out in that area. And in getting those firms to town we partnered with the state on some things. There had to be some changes in state tax law that were necessary to attract those firms and if I recall Governor Teal was instrumental in doing some of that.

The city did a number of things but it was, you know, it was a partnership and a lot of partners involved. And that all laid the groundwork for Intel's first investment here and in fact Intel's first investment in the area was their Aloha plant, what is now called their Aloha plant and was outside the city of Hillsboro and still is. And then they followed that with Hawthorne Farms plant which originally was intended to be a site where they built a fab, a fabrication plant for wafers and that never happened on that site. Partly because by the time they got it purchased and ready they wanted larger sites for their fabs and that one wasn't big enough it was only 50 acres.

And the reason we end planned that Intel plant was Eldon was able to, Intel did not want to be a property developer they just wanted to buy a piece of property that was finished and ready to go so that was part of a larger piece that needed development. And Eldon actually found a developer out there and got them interested in it and put the two together so that they formed a partnership and created the entire Hawthorne Farms subdivision. Both the residential on the south side of Cornell Road, excuse me on the north side of Cornell Road and industrial on the south side.

So that was Intel's beginning in Hillsboro shortly thereafter the person in charge of siting for Intel came back and talked with Eldon and said they were looking at another property in Hillsboro and that they were very much interested and again they were looking at a site that was large enough to do some wafer fabrication and he said he liked working with Hillsboro, liked working with Eldon in particular and that they wanted to build another plant. And Eldon said, well we will support you but we're not going to do anything out of the ordinary. And we are concerned that if your presence gets too large in Hillsboro we'll become just a company town and that will be a problem. And so we're not going to look to give you incentives or anything like that we just want you to locate here if you feel that's the right thing. And they purchased then the Jones Farm site and later expanded that. I don't remember the original acreage but I think they had an option, they had purchased like 50 acres with an option on another 100 plus at

that site which they did eventually fairly fully develop. And it was after that that they made a couple of trips here looking for sites that the Ronler Acres site came into play and consideration by Intel and they purchased that and that basically became their world headquarters for research and development. And so that, it's not their world headquarters for the company but it's where they have done a huge amount of their research and development, developing the Pentium chips and subsequent series of chips at that site.

EM:     Let me point out that you cannot accommodate such developments such as this, without the two principle things that they need. They need water, and they need a sewage system that will accommodate getting rid of all the waste. Those two things were always high on our list to be able to provide. Now you can, with the developers you know, you can figure out a way to extend subdivision areas by having them share the building of the roads or they can put in the sewer lines, and we even worked out a deal one time where they put in the sewer lines and as other people connected to that line then we would give them refunds to help them recover not all, but a major portion of their investment. But without water and without sewer and without land use planned accommodation you couldn't accommodate them they can build their own streets and the utilities you know the power company will bring power, the telephone companies would bring the telephone systems and later on you know the television companies would bring television capabilities without the city having to pay for all of those or never paid for any of them except sometimes you would wind up helping to pay for the installation of the street systems needed for the transportation in and out but those things you had to have ready pre planned and ready to go. And the finances had to be available to make those things a reality. And without a developing water system which started back in 1945 really, none of this would have come to pass.

TE:     And I think in terms of Ronler Acres and Intel that wouldn't have happened without the urban renewal district being formed and in fact when we started talking with Intel about the property the city didn't own all of the lots yet we had tried to consolidate them but there were several outstanding lots and we needed to wrap those up very quickly because Intel had a very aggressive time schedule to be operational with a plant at that site. And so the city actually, the urban renewal district actually did the basic road infrastructure and some of the water lines and other utilities and in fact in order to make Intel's plan work well talked NEC, which owned 200 some acres adjacent to that site in kind of an L shape, into selling the north eastern portion of their property to Intel and since they were rivals in some ways that was a very difficult thing to engineer but somehow David Lawrence managed it and Intel, adding that piece to Intel's piece made their site a much more viable and helped out a lot because it gave them frontage on

Evergreen Road, or more frontage on Evergreen Road. Later on Intel actually bought the entire 200 acre NEC site including the two buildings NEC had built on it. And then NEC had retreated back to Japan and others took over those buildings in the interim. But then Intel bought the whole thing and it became part of their Ronler Acres campus. I think the original campus was something like 280 acres which was mostly within the Ronler Acres development and then the 200 acres from NEC was in addition to that.

**EM:** If you see all this stuff that you have been talking about in the industrial development area was brought about through the efforts of a management team, not an individual. There were basically four people at any given time in what I consider the management team. One of the strongest management teams we ever had was when we had Bruce Warner and Dave Lawrence, and Tim and myself in a smaller way. That was the most aggressive and the group that could dream up more ideas and then figure out a way to develop the idea. We worked on Tim being a well versed in planning but coming up out of the planning field anyway, worked on getting the proper land use designation in place to accommodate. We didn't often have conflict, we didn't often have appeals going to any of the land use regulatory people or anything of that sort. We just tried to be aggressive and be in front of the questions and in my own case many times I wasn't in front of the questions, sometimes I became the question but if you are not aggressive in this business you don't get much accomplished.

**TE:** And I would add in terms of success of economic development partnerships are the key. We've partnered with PDC which is the Portland Development Commission, which has an interest for the whole region not just the City of Portland even though their focus is Portland and in making contacts with state economic development which department has changed names over the years so I'm not even sure what is its now but it basically they had the economic development at the state level. And its having the partnerships to be able to get the prospect, to find out about the prospects get them interested in Oregon and get them interested in the region and get them interested in this area is critical. And then sometimes you have to make changes you have to find mechanisms by which we can bring people here. We have never been able to offer them free land which some communities can, some states can.

We were able in the case of Intel and some others to be part of a partnership that brought a new tool for creating those which was a property tax incentive program which one of the problems with, for example Intel is that they have a whole bunch of machines which they pay what they call personal property tax on and those machines are worth like a million dollars each. And so the property taxes they would have to pay on those machines are huge. But through the Strategic Investment Plan if a firm was going to come to Hillsboro and invest

more than about five hundred million dollars then suddenly they would be eligible for some relief for those types of things and they would have to negotiate with the county and the city, a plan by which they would in lieu of some taxes they would pay community fees and so on. So that they would make these huge investments and would wind up paying property taxes but only on basically the bricks and mortar, the buildings, the land and the improvements but not on all of the personal property items that they would have inside those buildings, all the computers, all the machinery and so on. And that made it economically feasible for them to come here.

Without that Oregon was not competitive with anyone. And so we were involved in getting that through the state legislature and in getting that in place and Hillsboro was one of the first places that took advantage of that. And Intel has actually had I think three separate strategic investment programs that they have have gotten through an approval for on that site and then out of that there grew a rural version of that same thing it had a lower threshold and it was designed to serve rural areas but we've actually used in Hillsboro on a couple of cases too.

And then other economic tools have come along over time but it is that again the partnerships with the state, the region, the local and the county are instrumental because at the regional level they have the regional land use plan, first of all you have to get land within your growth boundary that's available for economic or industrial development and then you have to follow that with meeting all the state rules on that land and everything and so there is a lot involved. It is very complex and partnerships are the key and Hillsboro has for many, many years sought to participate in those partnerships, make partners, link up and do the things necessary to see that the infrastructure can be in place so the companies are interested in coming here. And have what we call and what they now call shovel ready sites. Sites where all they have to do is come in the zoning is in place and everything they have to submit their plans and get their permits and that's a relatively short process.

EM:     It gives me a point to jump on about the permit issue. I used to hear all these complaints from every builder, everybody that wanted to build anything or develop anything. You can't get a permit out of Washington County, you can't get a permit out of Hillsboro, you can never get a permit out of Beaverton, the long delays - they are killing us. Well, they had a point so we sat down with the Building department and the planning people and we said okay we gotta to figure out a way to get these permits out of here in a very timely fashion. Well it was worked out that finally we put in almost an edict on them that if they got a set of plans that met all of the code requirements that they could turn it around in two weeks. We first started hearing well you can't do it that fast. Well, you don't have

any choice, we are gonna do it that fast. And we worked to the point where we could do that.

I sat on top of a building in Japan one day around a table three times the size of this with more Japanese people than I have ever seen in one place, I think Japanese businessmen. And we had telephone contact with our Governor's office, the chairman of the Portland Development Commission. And Portland Development Commission people there with me and the president of the corporation I believe to be Toshiba at that time asked a question, he said something about how long it would take to get a plan approved. I told him through the interpreter that if their planners, their designers and their architects or whatever brought in a set of plans that met all the codes, environmental safety and the structural codes and all that stuff that were approved we could turn that into a building permit in two weeks. There was more chatter going around this table after this interpreter related that. And they challenged that question, that statement. They asked the governor is it real that he can do that. The governor said if he says he'll do it, he'll do it. So to make long story short they bought the property, they never did develop it but they did buy the property and turn around and resold it.

It's important in the conversation I just had with the new city manager. He said, what's the most important things if you are in the development business? I said be effective in being able to evaluate a set of plans and turn it into a building permit. I believed it then and I believe it now. Why would you develop, for instance in Hillsboro versus I'll say Newberg whatever you know, if it takes if you are ready to build something, you are about to buy the property and they you tell you it's going to take three months to get a building permit over there and you get one in two weeks here, where are you gonna build? Where are you gonna develop? It's just kind of that simple to me and we proved it here in this operation time and time again two weeks is plenty of time. Even if you have a complex plan you can always hire outside consultants to do that evaluation for you. You can still get the plan out and convert into a building permit. It's very important.

**TE:** I think the other things that are important again are to have the land use in place so that it's ready. You have to have the infrastructure available at least to extend to the property if it's not at the property. And you have to have the supply of water, the sewer capacity and those things so that the treatment plants have to be expanded ahead of time so that they have capacity available as you get new opportunities. So you have to be ahead of the curve on those and for the water end of that our Utilities Commission has been fantastic. And our partnerships with the Joint Commission and the Barney Reservoir Ownership Commission

have been instrumental in being able to have the, assure the long term capacity for water and our partnerships there.

Eldon formed the Joint Water Commission, it was his idea and there's quite a history behind that. But in terms of the economic development component, that has been critical to our ability to attract these industries because reasonably priced water and for a long time what was cheap electricity, but isn't anymore so much, but reliable source for water and high quality water all are elements that were important and the availability at the other end that sewage capacity for their industrial effluent is another important factor. And even though they have to meet high standards in their effluent when they turn it over to Clean Water Services they, we've had that capacity in Clean Water Services has kept ahead of the curve. Clean Water Services, formerly USA (Unified Sewerage Agency) being a separate district but pretty much a part of Washington County operation. But again another partnership that we've had and all of those things have been critical as Eldon said, you have to put all the pieces of the puzzle together to be successful in economic development.

EM:     We found that you can prefinance or preplan and then finance. Such things as water systems and the sewer systems and treatment plants and so forth. But we never figured out a way to predevelop the transportation system. And nobody else has figured that out. Even the state hasn't even figured that out. Even though they collect money on gas tax and all this but you people who drive the electric cars now aren't paying anything of that and the people that ride bicycles aren't paying anything for that. But we never figured out a way to build streets in advance of development.  The other thing that we can build, or we can plan, you can plan a street you can plan a six way freeway if you want to. And you can probably eventually acquire the right of way to accommodate it, but who's gonna be able to finance building a six way freeway when you need a two lane street to start with down there a mile. So you get the two lane street you maybe get it on a six lane right of way but you don't have the money to build the six lane right of way and you shouldn't have. So we figured that out and we let other people try and help cover that by them building the street, maybe with some assistance from us. And we always required any extra width street, we always required the development to pay extra width no matter what.

TE:     I think another factor that has been extremely important in economic development is private sector cooperation and coordination. A couple examples of that would be the Dawson Creek industrial park which was developed which was several hundred acres. It was developed by someone in conjunction with the Tektronix retirement trust which was their employees' retirement trust money. And they actually that's one case where they built the streets they built all the infrastructure. They did everything to have shovel ready lots. They also worked

with the telephone company to have the highest tech telephone and internet type system available. And they were unfortunately not real successful in their original target which was to get corporate headquarters for fortune five hundred companies to come in there and that would have been great for the community but it didn't work out because to get the long term revenue they wanted to have it all done for lease and the corporations were not leasing their land for their headquarters, they wanted to own the land. So eventually they had to change their target, they had to sell land and then eventually they filled up the industrial park. But they did a beautiful job with the development with putting in mature trees that line the streets, the main street Brookwood Parkway through there. And all of the things that they did were first class. Walking trails throughout the parks, some of the nicest parks in town which are actually private parks owned by the industries but they allow the public to use them, those kind of things so that was a major success.

Another developer that did a first class job was Standard Insurance which developed the entire Tanasbourne development which went from Cornell Road east of 185th all the way to Cornelius Pass Road and the land from Cornell up to Sunset Highway and that's a huge chunk of land. They put millions and millions of dollars into the infrastructure for that, building the main roads and everything through that entire development and the result was that we had land for office buildings and a variety of types of users that was again ready to go so you know we just had to have an applicant come in and issue a permit and could go.  So the processes were really simple and things could happen fast. And in the high tech industry in particular things have to happen fast or else from the time that they develop a plan for something they want to be in production 18 months later or else they miss the market. And so it's something that has to happen really fast and they're complex construction jobs and difficult construction jobs. We've had to even go to the state, again partnerships, to get changes in the building codes because the building codes are not always keeping up with the curve. And so they weren't designed to deal with a lot of things that the high tech industries bring out and bring before them and so special provisions have to be written to deal with those new things. And so we've had to get ourselves involved even in that at times. But anyway I like to say it's a huge number of partners that have been a part of that success in Hillsboro.  We have been very fortunate in partners that have decided to invest themselves here.

JS:     There must have been, when I look at the history of Tektronix  and I mean how the company was lead was more like a would come and go, so it was like not as professional organized, it was like a going and doing and when they weren't more organized it's when it kind of declined. Was this a huge step I assume having Intel coming in here, changing the whole organization, the

structure how things have been done. You know what I mean kind of? Can you comment something about that maybe?

**EM:** Are you confusing Tektronix as an industry versus the Tektronix Trust Fund? Because it was the Trust Fund that built this development.

**JS:** I'm talking about the way people worked at Tektronix. Which was a totally different work environment than Intel before it had started. So I was just wondering even at here in the county how you worked it must be a switch before that it was a rural area, and you had to deal with totally different things before that, so that must have been a challenge to be as quick when you said 18 month and it has to be there so it was totally a switch over from the kind of how things have been done, I don't know.

**TE:** I think I understand you are kind of comparing the environment that Tektronix was in versus the environment that we have today in economic development. And I think when Tektronix started it started in some people's garage and it grew very rapidly from there. They needed partnerships when they first started out and part of the reason that Tektronix isn't in the corporate limits of Beaverton today is that they had some conflicts with Beaverton early on and wound up settling in unincorporated Washington County and not annexing to Beaverton and there were some issues there where they failed to create a partnership that would have been helpful to both at the time. And we learned from that and other examples that you need those partnerships in place and so we've been fortunate enough not to have to encounter that kind of thing.

Tektronix was the only major industry in Washington County for a long time, I mean really major, major industry in fact it was the largest industry in the state for some time. And subsequently it started spinning off divisions into companies and doing other things and downsized quite a bit, but they have always been the bedrock for the high tech industry in Washington County because they have the electronic engineers they have the skilled people and experienced people who fit right in with the high tech industry and allow us to have a labor base here that was beneficial to the kinds of industries that we were attracting and also that they needed for those engineers the educational system that supported that that created new engineers, new jobs and so on so that's just another part of the bigger partnership that's necessary to be successful in economic development, particularly in the area of high tech, and high tech relates to a lot of things today not just the traditional computer related industries but a lot of other industries so Tektronix was the experimenter the initial firm that spun off the rest of the universe of high tech in the entire state and region and we benefitted from that from what people had learned in dealing with them and from Tektronix's successes and failures both.

**AA:** Okay.

**JS:** Can I just do it once?

**TE:** I thought you had something to add.

**EM:** That's all right.

**JS:** One other question that just because we explained the environment the community before that, before high tech really kind of boomed, how did it change... the community and how its changed from this completely rural to bringing people in and but you could follow.

**EM:** With strong support from the elected officials the management team had the charge of changing the image of the community. So how we did that or how, what options were available to us we explored everything you could think of but there were certain types of industries that we just avoided, as you expect. We didn't want any smelter type industry we didn't want anything that was going to be a polluter. We wanted as best we could clean and well financed business and industry and I say business and industry because I do differentiate between the two. I look at the business more as the type of thing that you can walk in and buy something or another business may be a small operation that buys something and sells it on site or something.

The industry I'm looking and now when I'm thinking of industry is major industry like an Intel, like an Epson or something of that sort. We were trying to find a way to encourage this development we explored a lot of people because people were the resource we had we didn't have the money all the legal opportunities that we would have like to have had we didn't have the opportunity to make great hand outs to business to come in and we buy them a piece of property, we build them the roads or something we didn't have that kind of thing. So we had to develop true acquaintance with other industrial interests in the state, the PDC as Tim mentioned and the independent businesses the independent developers and certainly one of the major ones was Standard Insurance and if you get all these pieces and brain power working in one direction then your management team can sift through that and try and find what they can fit in, where they can fit it and then find the support out there necessary to make it happen. No one person, no one entity creates this all by themselves. I can get on my soap box right there, but that's the way I see it.

**AA:** Okay

**TE:** It's just another way of saying partnerships are the key, you have to have, you have to develop partnerships with all the key players in order to be successful in economic development.

**EM:** And be a responsible key player too. Be straightforward, be honest and show all your cards, well almost all you cards. Yeah.

**JS:** There is an inside joke here. An inside something.

*Laughter*

**AA:** Okay, should we move on to water or anything else on…

**JS:** Can I ask with the city identity and the city you mentioned that the community changed can we still try to get that somehow that what it looked like for me it's still the way that I don't see it so much for me it's still very strict Hillsboro is still very the way it was somehow and there's this other part, I don't know community, I don't know.

**TE:** Well let me see if I can talk a little bit about the changing Hillsboro, I guess here's the old town, downtown which is, you know been here for a long time and hasn't changed a huge amount although this building is an example, the Public Services Building is an example of some change, the Hillsboro Civic Center is change, but the redwoods across the street, at the courthouse block are an example of not change. And that's what we've tried to do in Hillsboro is try to incorporate the changes into the community, not let them remake the community. And I think we started many years ago worrying about how Hillsboro was changing and trying to see that was changing in a positive way, trying to make sure that we found out in the early census stuff, in the 70s census that Hillsboro was a net exporter of labor, there were a lot more people leaving Hillsboro, commuting to work than there were working in Hillsboro.

So we worked hard at figuring out how we could generate jobs in Hillsboro and get a better job base, but at the same time we wanted to preserve the positive elements of the community and preserve the nature of Hillsboro and the old Hillsboro and the volunteerism that was very predominant in Hillsboro in the public and all of those things. We've done a lot of work over the years in planning on that end of things to try to preserve the things that were best about Hillsboro at the same time that we tried to develop the new things that we needed to add to that in order to get a good balanced community and I think that's something that's taken many, many years and many planning efforts over the years, everything from some urban renewal districts that were able to contribute some pieces of that to Hillsboro planning efforts of various types, our Comprehensive Plan first and later the plans that we followed with including all of our long term planning for the city and the bottom line is that we've been able to integrate the old and the new together and have them live side by side essentially and maintain some of the main characteristics that we thought were important values in the city, such as the volunteerism, such as the history and keep those things in place and in the forefront at the same time that we were developing all of these new things kind of around the perimeter of that. I think we've been fairly successful in doing that.

The Hillsboro visioning process was the most recent example of how we tried to get down on paper what those important concepts were that we wanted to maintain. What the characteristics of the city were that we wanted to maintain

and now that plan, the Vision Plan has been in place for a number of years and we've been implementing portions of that plan, and I think it gives us a good mechanism and can be updated into the future to allow us to continue to look at those issues and make sure we keep the characteristics in this community that are the positive ones as we grow and expand and create new opportunities for jobs and for industry.

**JS:**     Thank you very much.  And the tape is done so we can switch.

**AA:**     Switch? Okay, does anybody need a break?

**TE:**     Yes.

*Video Stops*