CITY OF REDMOND

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CITY COUNCIL

January 26, 2021
Council Chambers • 411 SW 9th Street

COUNCIL MEMBERS

George Endicott
Mayor

Jay Patrick
Council President

Jon Bullock
Councilor

Krisanna Clark-Endicott
Councilor

Clifford Evelyn
Councilor

Ed Fitch
Councilor

Shannon Wedding
Councilor

JANUARY 26, 2021 WORKSHOP AGENDA 6:00 PM

I. CALL TO ORDER

II. CURRENT EVENTS

III. GOAL SETTING PART 1 (Tentative Order of Events)

A. Organization Operational Dashboards and Needs

B. Q & A on Achievements

C. Section by Section Review/Input from Council Members

i. Additional Revised Goals/Edits

IV. ADJOURN

Regular Council meetings are broadcast live on COTV11 – BendBroadband Channel 11 beginning at 6:00 p.m. on the 2nd and 4th Tuesdays of each month. Rebroadcasts are scheduled for the non-meeting Tuesdays at 6:00 p.m.

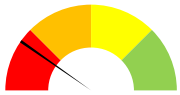
The City of Redmond encourages all citizens to participate in its programs and activities. This meeting location is accessible to people with disabilities. Requests for accommodation may include sign language interpreter service, assistive listening devices, materials in an alternate format or any other accommodation. If any accommodations are needed, please contact the ADA Coordinator at 541-504-3036 or access@redmondoregon.gov. Requests should be made as soon as possible, but at least 3 business days prior to the scheduled meeting.

The City of Redmond does not discriminate on the basis of disability status in the admission or access to, or treatment, or employment in, its programs or activities

OPERATIONAL PERFORMANCE UPDATE (January 2021)

POLICE

Staffing



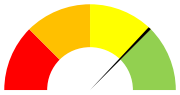
Action Needed

* Officers per 1,000 pop. at 1.44 versus long-term goal of 1.67
* 5 officers needed over next 4 years to maintain current ratios
* Cost per FTE $137,000 (not including equipment / vehicle)
* 5 additional FTE (CSOs, detectives) needed over next 4 years

20/21 Budget
$8.5 million

% from General Fund

Vehicles & Equipment



Manageable

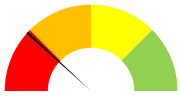
* Mechanically sound fleet contributes to overall officer safety
* 89% of vehicles have less than 90,000 miles
* Fleet size should rise with increased officer FTEs

20/21 Budget
$175k

% from General Fund

PARKS

Staffing



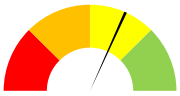
Action Needed

* Add 5 FTE over next 4 years to address existing shortfall
* Add staff to keep pace with infrastructure growth
* Cost per FTE $80,000 (not including equipment / vehicle)

20/21 Budget
$689k

% from General Fund

Vehicles & Equipment



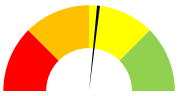
Manageable

* Utility vehicles, mower, and heavy equipment needs amounting to $330k over next 4 years

20/21 Budget
$220k

% from General Fund

Infrastructure Maintenance



Manageable

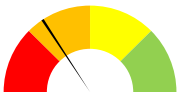
* SDC Reimbursement fee initiated in 19/20
* Infrastructure Maintenance projects are included in the Capital Improvement Plan (CIP) and are SDC Reimb. eligible

20/21 Budget
$46k

% from General Fund

TRANSPORTATION

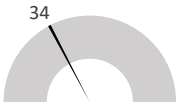
Staffing



Needs Improvement

* Add 3 FTE over next 4 years to address existing shortfall
* Cost per FTE $80,000 (not including equipment / vehicle)
* 50 miles added (30% of asset) ('00-'07) - due for maintenance

20/21 Budget
$1.4 million



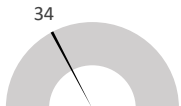
% from General Fund

Vehicles & Equipment

Manageable

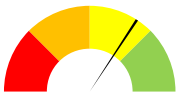
* Grader ($165k) and Skid Steer ($60k) in 20/21
* Saving for sweeper replacement in 21/22 ($325k)
* 2 5-Yard Dump Trucks over the next 4 years ($360k)

20/21 Budget
$225k



% from General Fund

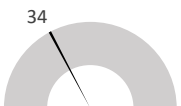
Infrastructure Maintenance



Manageable

* Maintaining PCI level above the goal of 80
* Annual investment needs to steadily increase with growth

20/21 Budget
$1.6 million

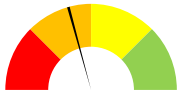


% from General Fund

OPERATIONAL PERFORMANCE UPDATE (January 2021)

COMMUNITY DEVELOPMENT DEPT. (CDD) - OPERATIONS

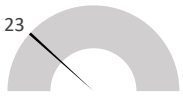
Staffing



Needs Improvement

* Functions include: code compliance, urban renewal, prog. coord. (bus. licenses, art, events, housing), admin., etc.
* Multi-task analyst needed over next 4 years (part Gen. Fund)

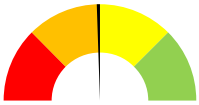
20/21 Budget $652k



% from General Fund

CDD - CURRENT PLANNING

Staffing



Needs Improvement

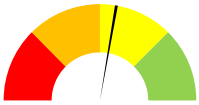
* Existing staffing levels sub-optimal to keep pace with development activity
* 20 month reserve to stabilize staffing in economic downturns

20/21 Budget $373k

% from General Fund

CDD - LONG-RANGE PLANNING

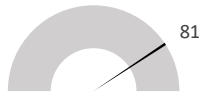
Staffing



Manageable

* Scope includes policy development and one-off projects; directly impacts land use and affects multiple departments
* No dedicated full-time staff or Long Range Planner

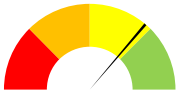
20/21 Budget $180k



% from General Fund

CDD - BUILDING

Staffing



Manageable

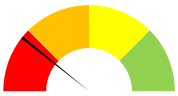
* Part-time permit coordinator added in 20/21
* Sufficient to support development activity
* 27 month reserve to stabilize staffing in economic downturns

20/21 Budget $1.0 million

% from General Fund

ENGINEERING

Staffing



Action Needed

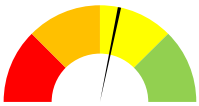
* Development activity heightened and steady
* Significant capital improvements planned
* Part-time office assistant added in 20/21 and 1 additional engineer needed in next year

20/21 Budget $1.3 million

% from General Fund

FLEET SERVICES

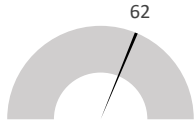
Staffing



Manageable

* Supports all City departments, Redmond Fire & CET
* 2 FTE needed within the next 4 years
* Cost per FTE $98,000 (not including equipment)

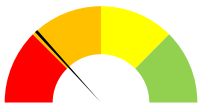
20/21 Budget $734k



% from General Fund

FACILITIES MAINTENANCE

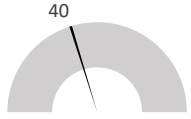
Staffing



Needs Improvement

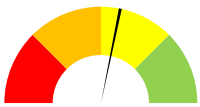
* 3 FTE needed over the next 4 years
* Cost per FTE $80,000 (not including equipment / vehicle)

20/21 Budget $802k



% from General Fund

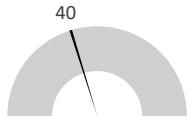
Vehicles & Equipment



Manageable

* Several utility trucks needed over next 4 years ($120k)

20/21 Budget $185k

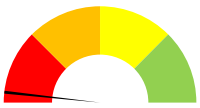


% from General Fund

OPERATIONAL PERFORMANCE UPDATE (January 2021)

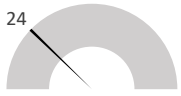
CENTRAL SERVICES (City Management, Finance, Human Resources)

Staffing



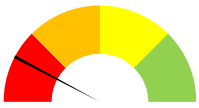
* Support all City departments
* 4 FTE needed in next 1-3 years, 6-7 in total over 5 years
  - Immediate: Dedicated Payroll Analyst & Procurement Manager

20/21 Budget $2.2 million



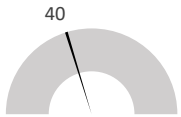
INFORMATION TECHNOLOGY

Staffing



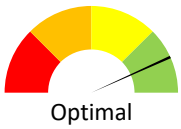
* Support all City departments
* 2 FTE need in next 1-3 years
  - Immediate: Database Manager

20/21 Budget $685k



STORMWATER

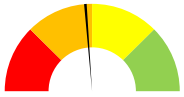
Staffing



* Staffing is sufficient
* Provides Environmental Programs for the City
* Performs drainage plan reviews for development

20/21 Budget $504k

Infrastructure Maintenance



* Primarily flood mitigation projects
* 99% of existing structures in Good or Fair structural condition

20/21 Budget $758k

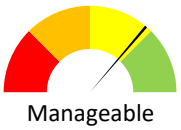
WATER

Staffing

* Add 2 FTE over 4-5 years to keep pace with infrastructure
* Manage Water Conservation & Water Rights programs

20/21 Budget $1.4 million

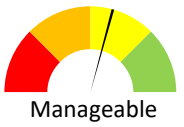
Vehicles & Equipment



* Funds reserved for Vactor truck replacement in 21/22 ($450k)
* 8 new or replacement service trucks needed over next 5 years

20/21 Budget $60k

Infrastructure Maintenance

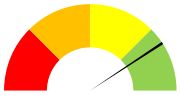
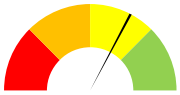
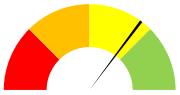


* 24 miles of pipes greater than 50 years of age
* Long-term goal = 2 miles of replacement annually ($2 million)
* Meter Replacement completion in 20/21 w/ 20 yr. warranties

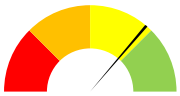
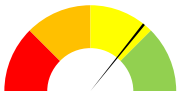
20/21 Budget $558k

OPERATIONAL PERFORMANCE UPDATE (January 2021)

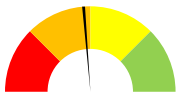
WASTEWATER

Staffing	 Optimal	* Staffing is sufficient * Change in treatment processes may reduce or change staff * Provides industrial source monitoring for the City	**20/21 Budget $1.6 million**	0 % from General Fund
Vehicles & Equipment	 Manageable	* Jetter/Vacuum truck replacement ($500k) and Heavy Duty Service Truck ($160k) in 20/21 * Front loader replacement ($300k) in 21/22	**20/21 Budget $797k**	0 % from General Fund
Infrastructure Maintenance	 Manageable	* Preventative: 20% of collection system inspected annually * Treatment: Weighing maintenance items in light of likely change to treatment process within the next 5 years.	**20/21 Budget $251K**	0 % from General Fund

AIRPORT

Staffing	 Manageable	* Part-time Advertising/Marketing Specialist unfilled * 2 Airfield Operations positions are unfilled * CARES funds have allowed for stable staffing levels	**20/21 Budget $3.2 million**	0 % from General Fund
Vehicles & Equipment	 Manageable	* Major upgrade to Snow Removal Equipment and storage facilities in 20/21, some equipment deferred with COVID impacts	**20/21 Budget $1.4 million**	0 % from General Fund

GOLF

Infrastructure Maintenance	 Needs Improvement	* $597k in infrastructure maint. expected over next 5 years, $178k reserved through 20/21 * Operational gains of approx. $17k per year over past 3 years	**20/21 Budget $50k**	100 % from General Fund

REDMOND CITY COUNCIL GOALS
FY 2020/2021
ACHIEVEMENTS
(thru 12.15.2020)

1. SUSTAIN OPERATIONS

Provide or enhance current levels of operations in all facets of municipal service delivery.

POLICE	Adjusted for the COVID-19 environment by establishing safety protocols, wearing Personal Protective Equipment (PPE), and modifying call response and arrest procedures to minimize risk to staff.

A. Provide critical and necessary services for the entire City.

i. Strive to achieve a level of Police services required to make Redmond the "safest community in Oregon".

a. Make efforts to balance staffing needs in proportion to population growth.

POLICE	Hired three lateral officers, two entry level officers, and one Community Service Officer to fill vacancies. Updated hiring process using National Testing Network to recruit a more diverse range of applicants from around the country.

ii. Achieve a high standard of professionalism and efficiency in the conduct of Police work such as investigating crimes and accidents, arresting violators, and addressing traffic safety issues.

POLICE	Created a Training Sergeant position to oversee and build a unified approach to training with one group of Force Tactics instructors. Increased crisis intervention training and de-escalation training.

iii. Pursue opportunities to educate and partner with the community to enhance safety.

COMMUNITY DEVELOPMENT	The 'Redmond Rallies Team' was created in response to COVID-19 and has distributed more than 70,000 units of masks, hand-sanitizer and gloves to help local small businesses and their staff be safe; as well as helped distribute more than $630,000.
ENGINEERING / POLICE / PUBLIC WORKS	In coordination with Police and Public Works conducted and evaluated numerous speed surveys, worked with traffic engineer to analyze intersections, placed driver feedback signs and interacted with public on speeding, intersection safety, vehicle noise and other traffic concerns.
	Utilized the Traffic Safety Work Group with representatives from Public Works, Engineering, and Police to evaluate approximately 30 citizen traffic concerns and determine measures to mitigate issues as appropriate.
	Obtained four driver feedback speed limit signs used in potential speeding areas. Feedback signs are relocated to new trouble areas every three months.
POLICE	Partnering with Deschutes County Behavioral Health, Mobile Crisis Assessment Team (MCAT), and 911 Dispatch to improve how MCAT and Law Enforcement respond to crisis calls.

iv. Provide City water and wastewater operations to meet or exceed public health standards.

PUBLIC WORKS	Water, wastewater and stormwater services provided in accordance with state and federal requirements.
	Met the requirements of our Water Pollution Control Facility (WPCF) permit without exceeding pollution limits. Environmental Programs successfully implemented semi-annual toxics monitoring.
	Treated a total of 928,200,000 gallons of wastewater removing 55,641,000 pounds of pollutants with a 97.5% removal efficiency. Biosolids produced by the WPCF contain just 0.98% of the heavy metals allowed by Oregon Department of Environmental Quality (DEQ).
	Worked closely with a consulting engineer to develop a plan to address any compliance issues for the American Water Infrastructure Act, which requires the City to address and mitigate potential disruptions from natural disasters, accidents, or intentional acts.

B. Increase the efficiency and/or effectiveness with which the City provides public services.

i. Explore opportunities to increase efficiencies and economies of scale through sharing of services and resources with other public agencies.

COMMUNITY DEVELOPMENT	Maintained Intergovernmental Agreements (IGA) with Deschutes and Crook Counties for mutual aid in case of unplanned vacancies in department. Since September 2019, utilized Deschutes County for Commercial Electrical Inspector services.
	Collaborated with Redmond Fire and Rescue to include $4 million in tax increment resources for a new fire station as part of the newly adopted South Highway 97 Urban Renewal Area.
	Coordination of Planning Division, Building Division, Airport, and GIS staff and Deschutes County to create and update an Airport Influence Area Map/GIS coverage. The map informs staff, developers and community of the protected airspace.
	Processed approximately 80 pre-development meetings in conjunction with Engineering Department and other divisions as needed.
PUBLIC WORKS	Utilized Deschutes County resources to complete approximately 80 miles of street lane striping.
	Utilized cooperative agreements with Deschutes County and the Oregon Department of Transportation (ODOT) for winter maintenance activities.
	Utilized agreements with ODOT to provide traffic signal maintenance on City-owned equipment and sharing of resources for road maintenance activities.
	Utilized an Inter-Agency Agreement with ODOT to complete resurface and maintenance on the Maple Avenue Bridge. Work was performed by City/ODOT employees and was completed on time and under budget.
	Performed approximately 150 hours of street sweeping and herbicide application on approximately 77 acres of ODOT highways and rights-of-way within city limits.
	Joint use of Public Works facilities with Central Oregon Intergovernmental Council's (COIC) Cascades East Transit (CET).
	Provided incident response for local, county, and state highway requested closures for vehicle accidents.
	Provided traffic control for RF&R, the Police Department, and Deschutes County.
	Coordinated with Burlington Northern Santa Fe to conduct simultaneous railway and street repairs at the intersection of Veterans Way and Highway 97 in order to minimize impact to users.

ii. Endeavor to ensure all enterprise activities (water, wastewater, stormwater, airport, golf, and community development) earn sufficient income to meet operating expenses including capital maintenance and replacement.

CENTRAL SERVICES	In December 2020, the annual 5-year rolling forecast was completed with the goals of identifying operating, infrastructure, and capital needs, understanding funding constraints and other economic impacts and planning for necessary fee adjustments. Wastewater, Stormwater, Airport, CDD-Building and CDD-Current Planning operations have maintained or improved fund balance over the previous 5-year period 2016/17 – 2020/21. Prior to COVID-19 the Airport was experiencing significant fund balance growth. The Airport remains financially buffered from COVID-19 through Fiscal Year (FY) 2020/21 because of nearly $9M in Airport specific CARES funding. Water operations has expectedly declined over the 5-year period to fund the approximately $2 million Advanced Metering Infrastructure (AMI) system replacement project (about 10,000 water meters), which began in FY 2017/18 and is expected to be complete in FY 2020/21. For the Juniper Golf Course, net operating cash flow (does not include construction debt service) has been positive from 2017/18 through 2019/20. FY 2019/20 was the highest annual net cash flow over the past decade. FY 2020/21 is looking strong as well.
COMMUNITY DEVELOPMENT	Negotiated and purchased 1.46 acres on SW Helmholtz Way to preserve critical easements for sewer and water connectivity.
ENGINEERING	Completed an analysis of fees that the Engineering Departments charges for land development and construction plan reviews to determine if fees accurately covered time spent on these tasks. Fees were adjusted with some decreasing and most increasing. Council approved fees were compared to cities with similar fee structures and Redmond's fees were lower. Revised fee schedule was approved by City Council which will help ensure that development pays for development costs.
PUBLIC WORKS	Generated sufficient revenue through utility user fees to meet FY 2020/21 budgeted expenditures.

iii. Take continual steps to make City services more user/business friendly.

COMMUNITY DEVELOPMENT	Amended Chapter 7 of the City Code creating requirements for short term rentals (STRs). After that, created a new STR application, supplemental materials and door hanger to process requests for STR business license requests. Processed a total of 35 STR applications and handled approximately 60 inquiries pertaining to STRs.
	Established a goal to see a significant reduction in commercial Temporary Certificates of Occupancy (TCO) issued. Subsequently made changes to customer service to be more collaborative and proactive with builders; from permit application through the end of construction. Specifics steps taken to create fewer TCOs and unnecessary delays in permit issuance included: • Researched similar processes/permits in 14 jurisdictions with similar population sizes in Oregon; conducted in-person meeting with City of Bend. • Adopted new TCO fee. • Held four preliminary interdepartmental meetings with additional follow-up email correspondence, specifically: Buildings, Public Works, Engineering, RF&R, and Planning staffs. • Created an acknowledgement form to be signed by the owner and contractor pertaining to "conditions of approval." • Permit Technicians reached out to 12 project managers prior to final inspections to discuss completion date and coordination of pre-final and final inspections. • Scheduled and conducted "pre-final" on-site inspections for Engineering, Water, Sanitation, Stormwater, RF&R, and Planning departments to meet with project managers on the following projects since implementation:

	○ Cypress Apartment Office and Amenities Buildings ○ Cypress Apartments Buildings 1, 2 and 4 ○ Surf Thru Car Wash ○ Les Schwab, Remodel and Addition ○ Parsley Dental Remodel and Addition ○ Red Canyon South Apartment Buildings A and B ○ Garner Electric, New Commercial/Industrial Building ○ Patrick Building Remodel ○ DeRoux, New Commercial/Industrial Building ○ Design Center, New Commercial/Industrial Building
	Organized and conducted quarterly meetings between City's primary growth management departments (CDD/Public Works/Engineering) to improve administrative and permit efficiencies.
PUBLIC WORKS	Operationalized a new online park reservation system that allows users to more easily reserve parks and facilities. Before this process, users had to go in person to complete a reservation.
	Modified the Development Code to allow commercial use in parks. For instance, gyms and fitness studios can now host classes outside in the park which can allow continued use while meeting COVID restrictions.

iv. Seek and achieve efficiencies through the acquisition and implementation of new technologies.

CENTRAL SERVICES	Successfully completed a one-year pilot project for budget software intended to enhance financial tracking, reporting and transparency. In November 2020, City Council approved a 5-year contract with OpenGov Software, allowing for the full integration into departmental daily work. In the previous year, Human Resources (HR) implemented a new job applicant tracking software ("NeoGov Insight"). This year HR added "NeoGov Learn" and "NeoGov Onboard" to add further efficiencies and use technology to enable more City processes to occur remotely.
	Implemented lockbox services for check payments to free up existing staff time to perform more value-added services to maintain a high level of customer service for our utility customers.
COMMUNITY DEVELOPMENT	After conducting extensive research, implemented new enforcement software to increase productivity, time management and mobile code enforcement options. New software increases productivity by allowing the Code Officers to create, recorded evidence, and auto generate letter from their work vehicle; paperwork administration time has nearly been cut in half. Additional benefits: • Ability to enter case data in the field to increase accuracy. • New public portal to submit violations, follow progress, and send information directly to the enforcement officer. • Cloud based allowing all letters, timelines, statistics, photographs, and other enforcement paperwork to be quickly stored in one place. • GIS tracking of violations allowing mapping analysis and development of strategies tailored to neighborhoods.
	Customized/modified E-Permitting program to: • Enable results of inspections to be entered into the permit record through creating five new inspection types. • Improve tracking of projects with better use of permit software eliminating thousands of emails that had been previously used to track progress with various City departments.
	Explored software to replace existing Accela permitting program; researched, reviewed and tested planning modules with outside vendors.
POLICE	Several new software/hardware technologies were added to police systems; officer and staff trained in use of new computer-aided dispatch (CAD) system implemented by 911 Dispatch. Training software acquired to track recruits' field training progress,

	background investigation program obtained to track investigative progress, and a License Plate Reader System acquired and placed into operation for testing and evaluation. Increased Unmanned Aircraft System (drone) capabilities through adding additional pilots and acquired special licensing to fly restricted areas near Redmond Airport.
PUBLIC WORKS	Aeration basin motors and gearboxes replaced with direct drive equipment for ease of maintenance and safety of staff.
	Transitioned to modern external-element shaft couplers in order to minimize downtime and reduce exposure to hazardous conditions.
	Upgraded equipment and completed replacements to ensure uninterrupted treatment of wastewater due to aging components at the current Wastewater Plant.
	Implemented a new fats, oils and grease (FOG) reporting software, Swift Comply, to enable pumpers and self-cleaners to enter the data required for FOG reporting directly. Using Swift Comply saves time and money for the City as well as the pumpers.
	Implemented a new, more robust, tracking software for backflow devices, ensuring better efficiency and ease of tracking the testing of devices.
	Implemented online Street Cut Permit application process through existing software, Accela, with fillable forms and credit card payment options.
	Implemented Type III slurry seal treatment for pavement preservation on nine miles of arterial streets.
	Started the implementation of a new equipment and vehicle fleet management software, FleetFocus, to replace a 10-year old legacy maintenance software program. FleetFocus software provides the ability to more efficiently manage and service the City's fleet and improve the vehicle availability metrics by utilizing mobile technology and real-time data.

v. Incorporate strategic use of technology, social media, the internet and other tools to inform and communicate with citizens and stakeholders.

CENTRAL SERVICES	Beyond FY 2020/21, OpenGov software will be utilized to better inform citizen and stakeholders on financial and other operational topics. This includes communicating “stories” on specific topics and the ability to view real-time City-wide financial data.
COMMUNITY DEVELOPMENT / ENGINEERING	Updated City website for Economic Development, Housing, Comprehensive Plan 2040, TSP update, US 97 South Redmond Corridor Plan and S. Redmond Water Facility to keep public informed on these projects.
POLICE	Participated in virtual #RPDReads program, virtual National Night Out (NNO), Facebook and Twitter linked for all social media posts to double exposure; RING Camera partnership for citizens with RING to instantly share video with the Police Department.
PUBLIC WORKS	Continued a partnership with Groundwater Solutions Inc. (GSI) to provide water conservation education to elementary school students in the Redmond School District, as well as resources for the public on residential water conservation methods through pamphlets, mailers and the City website.
	Refined the Water Conservation Rebate Program to educate and incentivize customers that would like the opportunity to save water. Water Division staff reached out to large water users like Parks and Redmond School District to educate on the availability of data and resources to conserve water and save money.
	Utilized social media to keep citizens apprised of current activities, weather events, and planned special events.
	Issued weekly media advisories to communicate planned road construction delays or disruptions, public assemblies, and winter weather events.
	Utilized online GIS tracking of sanding equipment and snowplows allowing residents to view progress during major events.

vi. Seek opportunities to strategically use City capital assets such as buildings and properties.

COMMUNITY DEVELOPMENT	Cleared and converted the former City Hall property (vacant since 2017) into a parking lot with 120 stalls to serve downtown customers.
PUBLIC WORKS	Explored options to most beneficially use and market approximately 15 acres of industrial zoned property on the east side of town.

vii. Improve the energy independence of City owned facilities and transportation fleet operations. Develop short and long-term strategies for increasing energy efficiency and utilizing renewable resources.

COMMUNITY DEVELOPMENT	Worked with Public Works to identify Community Development Block Grant (CDBG) funding available for the Senior Center Solar Project and grant application.
PUBLIC WORKS	Processed 837 tons of biosolids during FY 2020/21. Biosolids are a valuable resource used as both a soil amendment and fertilizer on City owned fields and select area farms. Nearly 1 billion gallons of disinfected effluent is repurposed to irrigate hay fields and recharge the Deschutes aquifer.
	Installed new LED streetlights in residential developments and replaced approximately 150 existing streetlights with LED heads.
	Improved fuel efficiency through replacement of aged city fleet vehicles according to replacement guidelines and schedule.
	Applied for a grant through PacificPower's Blue Sky program to provide about 90% of the funds for the construction of a $130K solar panel system on the Senior Center.

C. Explore opportunities to augment revenues to support existing operations and infrastructure maintenance.

CENTRAL SERVICES	Cascade Natural Gas franchise fee (a General Fund resource) was re-negotiated to align with other City franchise fees, yielding approximately $140,000 in additional annual revenue.
COMMUNITY DEVELOPMENT	Coordinated with the Accounting and Financial Reporting Department to identify the need and process to sunset the System Development Charges (SDC) deferral program; conducted outreach to Central Oregon Builders Association (COBA) and key stakeholders in development community to create awareness.
	Conducted an audit of the City's fee schedule resulting in accompanying tables being modified or eliminated, approximately 150 fees adjusted, and 20 new fees created.
POLICE	Awarded Department of Justice grants for equipment and body armor, National Highway Traffic Safety Administration grants for traffic safety enforcement, Justice Assistance Grant for PPE and Medical Supplies
PUBLIC WORKS	Haying operations yielded 520 tons which was sold for a total of $80,451 to support the disposal of biosolids and disinfected effluent.
	Worked with Energy Trust of Oregon on the South Redmond Water Facility to obtain rebates for energy saving devices such as Variable Frequency Drives and control valves ahead of procurement.
	Applied for a grant through Pacific Power's Blue Sky program to provide about 80% of the funds for the construction of a $130K solar panel system on the Senior Center.

D. Establish and adhere to best practice and sound financial policies associated with operating contingencies; fund balances/reserves/debt service ratios; and other metrics as needed.

i. Maintain sufficient fund balance/reserves in the General Operating Funds and enterprise funds to accommodate cyclical cash flow needs as well as a reasonable contingency for unexpected financial liabilities.

CENTRAL SERVICES	Unrestricted fund balance policy adhered to as part of budget process, monitored and reported to City Council on a quarterly basis. The core tenants of the Unrestricted Fund Balance policy are: 1. A 60-day operating contingency for operating funds: the FY 2020/21 budget achieved this guideline except for the Golf Fund. 2. For the General Operating Funds, enough fund balance on July 1st to cover operations until property taxes are collected in November: FY 2020/21 budget achieved this guideline.
COMMUNITY DEVELOPMENT	Worked closely with Central Services staff to monitor contingency funds and building fund reserves.
	Updated fees for TCOs for both commercial and residential structures.
	Increased operating reserve to 27-months.

ii. Ensure the City can remain healthy during downturns in the economy.

CENTRAL SERVICES	Conservatively approached the FY 2020/21 budget given the uncertainty of COVID-19 impacts. Thus far, the City's budget has withstood the brunt of COVID-19 financial impacts. In December 2020, City Council approved the prepayment of the Public Works Facility / Water line debt, eliminating a high interest revenue bond (the City's last remaining) and increasing financial flexibility into the future across multiple funds.
	Funds that are financially most susceptible to economic downturns are in a good position. Below are estimated fund balances at the end of FY 2020/21: • Airport Unrestricted Fund Balance = $15.2 million or 16 months of operations + debt service • CDD-Building = $4.1 million or 28 months of operations • CDD-Planning = $0.9 million or 20 months of operations
COMMUNITY DEVELOPMENT	Modified workflow and customer service procedures to enable quality customer service and application intake during the COVID-19 building closure (to public). Prepared digital Standard Operating Procedure process, and a digital permit inspection system (particularly for landscape inspections).
PUBLIC WORKS	Shifted from initiating short-term contracts to long-term contracts for goods and services that are required for operations. This shift in contract management allows prices to be secured over a longer period of time to better manage budgets and reduce overall contract costs. Additionally, it reduces staff time in procuring goods and contract renewal.

E. Prioritize municipal services to match community needs and desires with available funding.

COMMUNITY DEVELOPMENT	In response to COVID-19, the Redmond Rallies Team connected over 50 businesses to funding resources to help them address losses due to the pandemic. All told close to $100,000 of Federal Cares Act funds were awarded to local Redmond businesses in initial funding phase.

F. Take necessary actions to enhance and maintain the credit rating of the City and its affiliated entities.

CENTRAL SERVICES	The City monitors coverage ratios on a quarterly basis. In February 2019, the City's Credit rating was maintained by Moody's at Aa3 meaning the City's debt is judged to be of high quality and a very low credit risk. The complete opinion is below: Credit Opinion_FINAL_OR, Re

G. Manage financial affairs in a transparent, responsible and consistent manner.

CENTRAL SERVICES	City Council meetings include a quarterly financial review. Additional transparency is planned through OpenGov (noted above).

2. EFFECTIVE STEWARDSHIP AND EMPLOYEE INVESTMENT

Cultivate a work environment that acknowledges employees are our most valuable asset.

CITY ALL	With the onset of the COVID-19 pandemic there were significant impacts to staffing workloads and processes in addition to transitioning to working remotely. Staff continued to maintain operations while responding to the everchanging requirements of the pandemic.

A. Foster productivity, learning and growth, and recognize employees are the foundation of success.

i. Promote an environment that retains and attracts a diverse, highly qualified and motivated workforce by offering training/career development, leadership opportunities and other motivating challenges.

CENTRAL SERVICES	Recruited many key positions including a new Wastewater Division Manager, IT Specialist, Senior Planner, Housing Coordinator, four Finance positions, and five Police positions.
	Employees participated in 25+ courses through Central Oregon Community College (COCC) focused on technical skills, personal improvement, and leadership development.
	Utilized partner organizations to conduct multiple internal trainings: CIS (CityCounty Insurance Services) provided anti-harassment training.
COMMUNITY DEVELOPMENT	Attended 2-day virtual conference hosted by Americans for the Art.
	Received 32-hours of professional development training each through attending the American Association of Code Enforcement and the International Code Council conference. Training topics included: Game Theory, graffiti code enforcement management, zoning, code enforcement and mental illness, enforcement tactics, and VRBO's/Airbnb's enforcement.
	Supported staff training to obtain certifications; giving opportunities to team members to expand their roles. Specifically: • Permit Technicians, Inspectors and Plans Examiners participated in over 150-hours of continuing education, related to fire and life-safety systems, code administration, building energy conservation, plumbing and mechanical systems. • Inspectors and Plans Examiners took leadership roles with the Central Oregon Chapter of the International Code Council, holding positions and responsibilities as president and secretary.

	• Building Division staff participated in 60-hours of regularly scheduled statewide and local building code association meetings such as: OBOA, COC-ICC, Statewide Plumbing Chiefs, and local building inspectors.
	• Building Division staff obtained the following national or state certifications:
	  ○ Permit Technician (ICC)
	  ○ Building Official (State)
	  ○ Commercial Mechanical Inspector (ICC)
	  ○ Residential Plumbing Inspector (State)

	Staff joined two Urban Renewal statewide committees (i.e. Urban Renewal and Government Affairs through Oregon Economic Development Association) to engage in issues affecting the Urban Renewal program/redevelopment tool throughout Oregon.
IT	Hired former COCC IT intern as a full-time IT Support Specialist I, after a yearlong partnership with REDI's Internship Program.
POLICE	Implemented health/wellness program to include on-duty workouts, mindfulness training, and multiple opportunities to complete the ORPAT test for additional premium pay. In addition, leadership training opportunities were attended with a focus on managing during a pandemic occurred.
PUBLIC WORKS	Utilized Operator-in-Training positions to develop skilled workers in the wastewater field.
	Provided a rotating opportunity for Transportation crew members to gain experience by filling the Lead Worker position on a temporary basis.

ii. Maintain positive, productive and collaborative labor relations.

CENTRAL SERVICES	Worked with both bargaining groups (AFSCME and RPOA) to complete multiple challenging personnel actions and implementation of temporary COVID-19 policies.
PUBLIC WORKS	Opened lines of communications through quarterly Public Works and Airport Joint Advisory Team meetings. Provided a venue for information sharing, discussion, and resolution of management/employee issues outside of the formal grievance process.

iii. Assure employment contracts are fiscally sustainable.

CENTRAL SERVICES / POLICE	Bargained a one-year extension to the RPOA Collective Bargaining Agreement (due to COVID-19).

iv. Emphasize succession planning to maintain the long-term health of the organization.

CENTRAL SERVICES	Internal promotions are balanced with the need to attract outside talent to add new and diverse perspectives. Despite having a hiring freeze for the first quarter of FY 2020/21, we conducted approximately 25 recruitments, including 5 internally and 2 from temp/volunteers.
	Conducted quarterly managers meetings which is comprised of supervisors across the organization for training, leadership discussions, and building leadership and management skills.
POLICE	Developing a leadership/executive training program for new supervisors; conducted a sergeant promotional process to fill supervisory vacancies.

v. Celebrate staff effort and achievement.

CITY ALL	Rock chuck "You Rock" award program which allows anyone in the organization to provide immediate recognition for a large or small accomplishment by a peer or supervisor.
CENTRAL SERVICES	Periodic City Manager E-updates to connect and inform employees.
	City Council Employee Spotlights
	Encouragement of "Kudos" during department wide staff meetings
	Support environment of staff generated fun such as virtual Halloween costume contest and virtual ugly sweater contest (both led by John Roberts).
CITY MANAGER	Without the ability to gather and celebrate, Leadership Team provided choice of SnoPark/Forest or State Park Pass to employees as a way of thanking them and providing an opportunity for them to get outdoors in 2021.
PUBLIC WORKS	Hosted small employee appreciation events by Division.

B. Maintain a clear strategic direction and policy guidance as a foundation for a creative, innovative and efficient work environment.

POLICE	Police Department continues to update Policies and Procedures to reflect best-practices and changing laws in policing. The department was awarded re-accreditation through Oregon Accreditation Alliance. To receive future federal grant funding, the Police Department met the requirements of the President's Executive Order on Safe Policing and received endorsement from Oregon Accreditation Alliance.
	Police Department is partnering with Washington State University to research body-worn camera footage for purpose of identifying best practices to increase successful outcomes with the public.

i. Support an organizational culture of collaboration, performance, accountability, and teamwork.

CENTRAL SERVICES	Continued use of weekly one-on-ones between managers/employees.
	Working Agreements are an annual commitment Citywide culture that encourages collaborative and open professional behavior for the betterment of the organization and are introduced to City employees during onboarding.
COMMUNITY DEVELOPMENT	Created and deployed a 'culture and expectations document' to keep all team members goal focused and to assist in project accountability, and proactive supervisor/employee relations.
IT	Rolled out Microsoft Teams, GOTO Meeting and other various collaboration software to assist staff connection during the pandemic. Mobilized 35% of our workforce to tele-work, upgraded security protocols for remote access to City networks. Upgraded AV in conference rooms, purchased video ready laptops, headsets and other accessories to facilitate video conferencing capabilities.
PUBLIC WORKS	Information sharing and coordination between PW divisions accomplished through weekly managers meetings, division team meetings and individual one-on-ones.

ii. Look for opportunities to improve efficiency through appropriate delegation of decision-making authority.

CENTRAL SERVICES	Performance evaluation evaluates supervisors on delegating decisions and empowering staff to take ownership of their work. Employees are encouraged to make appropriate decisions at all levels.
IT	Formalized policies for Cybersecurity & Security Awareness Training, implemented at the onset of the onboarding process.
	Purchased and installed Darktrace, a Threat Detection and Remediation software. Darktrace employs machine learning and AI algorithms to build a "pattern of life" for

	the City's network, users, and devices. Once the pattern is established, the system can detect and take action against attacks in real time.
	Implemented Darktrace Antigena Email to increase the accuracy of stopping phishing attacks, and spearphishing.
	Deployed PolicyPak, an application that improves security and IT staff efficiencies: authorized applications can be whitelisted and installed by end users; prevent ransomware infections by keeping users from running unauthorized software; lock down application specific settings; plus many more features.

C. Commit to clear and collaborative lines of communication between City leadership and City Council.

CITY MANAGER	Conducted five monthly (out of six opportunities) policy briefings between Leadership Team and City Council members.
	Completed a four-part "New Councilor Orientation" program to familiarize three new Council members on the work of the City and how the organization and City Council operate
	Regularly email City Council on organizational items and issues that may generate media or community interest to avoid them being surprised or unprepared.
	Added "Current Events" to City Council agendas as a way of bringing COVID updates and other news that is top of mind.
	Incorporated a "Construction Confidence Rating" chart into presentations to City Council on largescale capital projects to better explain costs and expectations for them to increase or decrease.

3. CITY INFRASTRUCTURE

Preserve and enhance the City's infrastructure to position the City to accommodate growth.

A. Endeavor to adequately maintain the City's roads, utility infrastructure, parks and pedestrian/bicycle infrastructure.

COMMUNITY DEVELOPMENT	Partnered with Public Works to fund, plan, and design the Homestead Canal Trail resulting in connecting one-mile of trail through downtown.
ENGINEERING	Released an extensive special provisions update to the 2010 Public Works Standards and Specifications to ensure infrastructure is constructed for a long life and is easy to maintain.
PUBLIC WORKS	Completed the final phase of a long-term meter change-out program to maintain compliance with the Department of Water Resources and ensure water system efficiency. Staff replaced approximately 2,500 existing meters this year and 10,159 meters over the entire replacement program. Staff also installed approximately 600 meters for new development.
	Water Division staff rebuilt motor and pump components on two jockey pumps and upgraded both check valves for the continuous duty pumps at Forked Horn Butte pump station to ensure uninterrupted flows and pressures on the hill.
	Codified a change in the Oil and Grease Local Limit to better differentiate between the two types of Oil and Grease, Polar (animal, vegetable based) and Non-Polar (petroleum based) to allow specific and consistent control of discharges to the WPCF and more flexibility with its industrial users.
	Performed 612 residential and 77 commercial inspections for stormwater site compliance.
	Permitted 6 Significant Industrial Users and 3 Non-Discharging Categorical Industrial Users as part the City's DEQ approved Industrial Pretreatment Program.
	Performed 9 industrial pretreatment program inspections and 6 sampling events at permitted industries.

	Sampled 12 UICs during various rainfall events for stormwater permit compliance.
	Completed 40 grease interceptor inspections for FOG compliance.
	Constructed stormwater capital improvement projects at legacy flooding locations including the Yew Avenue overpass, Volcano Avenue/27th Street, Cascade Avenue/12th Street, Volcano Avenue/28th Street, Salmon Avenue/31st Street, and Kingwood Avenue/Canyon Drive.
	Maintained approximately 350 lane miles of streets at the target Pavement Condition Index of low 80's with a current rating of 83.
	City staff completed ADA upgrades and repairs to City-owned curbs totaling approximately 34 curb ramps, 2,000 feet of curb/gutter and 1,000 feet of sidewalk.

B. Maintain a 5-year Capital Improvement Program that drives decisions and is updated annually through a public process.

ENGINEERING	Continued to update the 5-year Capital Improvement Plan (CIP) with a collaborative approach and detailed input from Engineering, Public Works, Finance, Community Development and Urban Renewal.
PUBLIC WORKS	Completed an amendment to the Wastewater Treatment Plant Facility Plan evaluating an upgrade option to relocate the treatment process to the irrigation site.

C. Leverage General Fund revenues by exploring resource development opportunities, grants and other sources of revenue to address City's infrastructure needs.

PUBLIC WORKS	Administered a $436,855 grant to provide transit services through CET for the 2019/2021 biennium.
	Received funding towards street maintenance projects from the Federal Surface Transportation Program (STP) administered by ODOT.

D. Develop the City's infrastructure pursuant to the priorities identified in the City's infrastructure systems plans.

ENGINEERING	Oversaw construction of approximately $16 million of infrastructure associated with residential and commercial development.
	Managed design and construction of a roundabout at S Canal Boulevard and SW Pumice Avenue to address existing congestion and future traffic growth from an adjacent 192-unit apartment project.
	Upgraded NW Hemlock Avenue between NW 19th Street and NW 27th Street from a 2-lane county road to a city collector with two travel lanes, bike lanes, sidewalk and multi-use path.
	Completed 18- and 24-inch water transmission mains to deliver water from the South Redmond Water Facility to residential, commercial and industrial areas.
	Completed 30 percent design of the Eastside Industrial Arterial (SE 9th Street) connection from Highway 126 to Airport Way/Veterans Way. This positions the project for funding.
	Completed stormwater upgrades at the Yew Avenue Interchange, SW 27th Street and Volcano Avenue and SW 12th Street and Cascade Avenue.
ENGINEERING / PUBLIC WORKS	Completed design, selected a Construction Manager and General Contractor and began construction of a 4-million-gallon reservoir, 1,000-foot-deep well (one of the largest in Oregon), a 10,000 GPM booster pump station, and a 4-million-gallon storage reservoir for the South Redmond Water Facility. This project will address increased development in the south part of town to include the recently annexed Large Lot Industrial (LLI) area. This facility will also provide flows for the rapidly growing south Redmond area along with supply and storage for the rest of the city.
PUBLIC WORKS	Awarded a design contract for the expansion of the Wastewater Treatment Plant to accommodate City growth over the next 20 to 30 years.

	Worked with GSI and the Central Oregon Irrigation District (COID) to further develop the City's existing water rights to obtain new certificated rights ahead of growth that will help Redmond develop well into the next 50 years.
	Initiated construction of Quartz Park, a new neighborhood park at the sound end of the Dry Canyon.
	Started construction of a staircase into the Dry Canyon at Maple Avenue. This access point has long been identified as a priority connection point for the City's trail network.

E. Look for opportunities to fund elements of the ADA Transition Plan over the long term. Ensure implementation is facilitated in cooperation and with input from the disabled community and the general public.

COMMUNITY DEVELOPMENT	Worked with Engineering to plan and fund 4 sidewalk projects to address gaps in the pedestrian network in the downtown core between Antler Avenue and Forest Avenue, the Medical District, and in Midtown.
ENGINEERING	Complete ADA improvements expanding outward from City Hall.
	Completed a status report for the 2017 ADA Transition Plan.
PUBLIC WORKS	City staff completed ADA improvements to 34 curb ramps.

4. ECONOMIC DEVELOPMENT

Develop and maintain an environment that promotes and supports a strong, healthy and diverse economic base.

A. Help existing businesses within the city thrive and foster opportunities for new business and job growth.

COMMUNITY DEVELOPMENT	Processed 1,537 business licenses/renewals, of which 219 required contact with the Code Enforcement Division.
	Permitting: • Processed over 2,100 building permits with a total valuation of more than $180 million; 527 single family dwellings, 210 multi-family dwelling units, 41 commercial buildings, and 2 manufactured dwellings. • Conducted and completed approximately 13,000 building inspections. • Analyzed the impacts from House Bill 2306 and changed public improvement acceptance and building permit intake accordingly. • Amended Chapter 9 of the City Code to adjust for recent changes made by State Building Codes Division to enable the City to continue to effectively administer its building codes programs
	Applications: • Intake of approximately 200 land use applications for review and approval. Of these, 5 were for subdivisions, and 32 site plan reviews for commercial and industrial development. • Responded to approximately 50 inquiries a week (10/day) from community and customers regarding: land use regulations, zoning, application processes and applicable standards.

i. Promote the connection between the business community and the related services provided by Central Oregon Community College's (COCC) Technology Education Center, Redmond Economic Development, Inc. (REDI), Redmond Chamber of Commerce, and State agencies.

ii. Work with REDI, EDCO, and other partners to facilitate new business development in Redmond.

CITY MANAGER / CDD	Worked with REDI on numerous successful recruitments and expansions. In progress work on one land sale and one land development agreements that will bring a combined 200+ traded sector jobs.
COMMUNITY DEVELOPMENT	Met with REDI over 30 times to answer questions and provide land use guidance on potential development and other economic activity.
	Met with the Department of State Lands (DSL) over 22 times to facilitate future planning and development of the DSL and LLI lands.
	Worked with REDI and ECONorthwest to develop and adopt the first Redmond Economic Opportunities Analysis (EOA). Development and adoption of EOA involved a public survey, over 20 staff meetings, and extensive work sessions and three public hearings with the Planning Commission.
	Coordinated with REDI to amend the Desert Rise Industrial Area guiding policies and CC&Rs to facilitate the recruitment of a company; processed amendments through City Council and initiated survey and partition work.
	Served as the project lead to assist REDI with the re-designation of the Enterprise Zone, inclusive of hosting the required taxing district public hearing with Council.
	Served as the project lead to research and process the Regionally Significant Industrial Sites application through Business Oregon.
ENGINEERING	Worked with REDI, McKenzie Cascade Construction, Nosler and ODOT to obtain Immediate Opportunity Fund grant of $162,500 for extensions of SW 6th Street south of SW Reindeer Avenue. This extension will allow Nosler to further develop their site and McKenzie Cascade to create industrial building space. Completed design and obtained construction bids.
	Completed a 5-acre partition on Desert Rise property north of NE Greenwood Avenue to prepare a site for Bridge Masters.
PUBLIC WORKS	Regular communication with REDI regarding the ability of the Water and Wastewater infrastructure to support new development now and in the future.
	Provided various utility-based incentives for approved Enterprise Zone applicants.

iii. Leverage partnerships to drive target industry cluster competitiveness, technology commercialization and innovation.

B. Maintain Redmond's reputation as "the place to do business in Central Oregon".

i. Provide incentive programs that are regionally and nationally competitive and targeted towards businesses that benefit the community through the creation of family-wage jobs.

ii. Ensure an adequate supply of planned commercial and industrial land.

COMMUNITY DEVELOPMENT	Adopted first Redmond Economic Opportunities Analysis (EOA). The EOA identifies that Redmond has adequate land supply for commercial and industrial development.
COMMUNITY DEVELOPMENT / PUBLIC WORKS	Examining opportunities to bring additional Heavy Industrial (M2) land into the Urban Growth Boundary (UGB) to meet increasing demand.

iii. Provide well planned, maintained, high quality infrastructure that create competitive advantages for business and community growth.

PUBLIC WORKS	Evaluated new and expanding businesses regarding utility capacity and applicable environmental requirements. Provided pertinent outreach as appropriate.

iv. Make efforts to offset infrastructure costs with state and federal resources.

v. Partner with education and workforce institutions to increase access to quality job opportunities.

PUBLIC WORKS	The Wastewater Division participated in an operations internship program in cooperation with colleges and worker relocation programs to encourage pursuit of careers in water technologies.

C. Invest in infrastructure on key opportunity sites that facilitates commercial and industrial site readiness.

i. Take necessary steps required to increase water and sewer service to strategic lands that are currently unserved or underserved.

COMMUNITY DEVELOPMENT	Adopted of new Urban Renewal Plan to provide funding for water and sewer infrastructure to areas along South Highway 97 and the South Redmond Tract lands south of the fairgrounds.
ENGINEERING	Worked with DSL on the extension of SW 19th Street and utilities to serve LLI property. The South Redmond Water Facility and transmission mains will ensure adequate water flows to this area. Initiated analysis and design of improvements to the Yew Avenue sewer pump station to ensure that it will handle Phase 1 flows from the LLI property.
PUBLIC WORKS	Started construction on the South Redmond Water Facility which is comprised of a 1000' well (one of the largest in Oregon), a 10,000 GPM booster pump station, and a 4-million-gallon storage reservoir. This project will address increased development in the south part of town to include the recently annexed Large Lot Industrial area.

D. Support the expansion of educational opportunities.

i. Strengthen the City's relationship with the Redmond School District, the Redmond Proficiency Academy, COCC, and other educational institutions.

PUBLIC WORKS	Through a cooperative agreement with the City of Prineville, the Wastewater Division is facilitating the opportunity for Grade 5 students in Prineville to participate in sampling and laboratory analysis of wastewater from the Crooked River Wetlands Complex.
	Water Division continued partnership with GSI to bring water conservation education to elementary school students in the Redmond School District and provided information for the public on how to conserve water in residences through pamphlets, mailers and the City website.

ii. Highlight the merit of technical learning in local high schools and other forums.

iii. Ensure the region has a well-trained workforce with technical and management-level talent capable of meeting the needs of cluster firms.

iv. Support the expansion, relocation and/or creation of new institutions of higher education into the Central Oregon region.

v. Look for opportunities to get City departments involved in internship programs through REDI and the Better Together initiative.

5. REDMOND AIRPORT / ROBERTS FIELD

Establish Redmond Municipal Airport as the best airport of its size in the country.

A. Maintain safety and security as the number one priority for the airport.

AIRPORT	The annual Transportation Security Administration (TSA) inspection had zero findings.
	Updated all pedestrian gates on the field with computerized access control systems.
	Trained and badged 500+ individuals; 50% of classes performed by remote instructor by installing new camera system in conference room.
	Introduced a new web-based scheduling system to streamline training scheduling.
	Successfully hosted the Oregon Airport Manager's Association (OAMA) conference virtually with 80+ attendees.

B. Promote business activities on airport lands located inside the fence line.

i. Attract aviation related businesses to airport property within the fence line.

AIRPORT	Attracted and negotiated a long-term lease for a private 24,000 square foot corporate hanger including a large ramp build-out.

ii. Apply leasing strategies that are flexible and attractive to tenants yet comply with FAA and TSA requirements.

AIRPORT	Completed and implemented a new Leasing Policy after a year-long process which included heavy stakeholder involvement.
	Completed the Airport's first reversion of a private hangar (KC Aero) to Airport ownership.
	Conducted two independent appraisals for all Airport-owned hangars to ensure rates/charges are fair and equitable.

iii. Aggressively pursue physical improvements to airport facilities, increase amenities and enhance the customer experience.

AIRPORT	Coordinated TSA CT-80 (scanner) upgrades.
	LED lighting upgrade for the Forest Service Hanger, at a power savings of over 68%.(replaced over 98 400W high pressure sodium fixtures with LED).
	Created/Implemented cleaning procedures that included Electrostatic equipment use, sanitizing stations, face masks, and COVID fighting disinfectants.
	Implemented Ultra-Violet germicidal filtration system.

iv. Pursue State, FAA, and other funding for development, expansion and preservation of the airport's physical facilities.

AIRPORT	Completed a new $3 million, 500 spot parking lot, a $14 million Operations building, a new TSA third Lane, and purchased 2 multi-use snow removal vehicles.
	Applied for, designed, and began construction on Taxiway F reconstruction project garnering $6 million in FAA funding.
	Began Terminal Area Concept Plan to look at the feasibility and needs for an upcoming terminal expansion.
	Successfully received and applied $8.3 million in FAA grants (Including $5 million in discretionary grants).
	Awarded an Oregon Department of Aviation grant totaling $150,000.

	Managed and applied $5 million in CARES grant dollars to off-set impacts of COVID-19.

C. Maximize the development potential of airport lands located outside the fence line.

i. Create and implement standardized leases for current and future leased properties.

ii.

AIRPORT	Adopted 2016 Lease Policy under revision, expected to come before Council in spring 2021 (after and extensive stakeholder outreach effort).

ii. Ensure long-term relationships with property developers contain enforceable benchmarks and performance measures.

AIRPORT	Continued funding and partnership with REDI.
	Met with 10 developers interested in outside-the-fence investment.
	Negotiated and completed non-aeronautical lease for 10 acres of private development along Airport Way.

iii. Examine existing plans to determine viability of bringing water, sewer, and other necessary utilities, to undeveloped and unserved airport lands.

AIRPORT	Received FAA 163 approval to release over 30 acres of Airport property to non-aeronautical use.
	Continued to work closely with Engineering Department and ODOT to extend 9th Street through the Old Juniper Golf Course property.
ENGINEERING	Worked with the Airport to upgrade waterlines on the north side of the airport serving the new Snow Removal Equipment Building, Forest Service complex and hangar development.

D. Provide exceptional air service opportunities.

AIRPORT / CENTRAL SERVICES	Proactively managed Airlines' Cost per Enplanement (CPE) as part of the budget process. CPE at the Airport remains below $7 which is competitive with the CPE of airports in the NW region. A recent survey of 17 airports in Oregon and Washington showed an average CPE of $6.37, with the 4 closest in size averaging $7.37.

i. Actively work with the Central Oregon Air Service Team (COAST) to market the airport and the region to attract new commercial air carriers, and new and expanded routes.

AIRPORT	Awarded new direct daily service to San Jose (beginning March 2021).
	Worked with a large new start-up airline to begin mainline service to destinations in California.
	Successfully added a new daily commuter airline to Portland 2x daily (8-seater).
	Applied for a $800,000 Small Community Air Service Development Grant through the Department of Transportation for direct service to Dallas. The full package, including local matches, is $1.3 million.

ii. Encourage regional cooperation to create a sustainable air service development funding strategy that could provide necessary incentives to attract additional commercial air carrier service.

AIRPORT	Successfully used $200,000 from the newly implemented Central Oregon Visitors Association Air Service Development fund.
	Continued strong relationship with COAST to apply for a Department of Transportation Small Community Air Service Development Grant for direct service to Dallas.

iii. Market the airport as an asset to commercial aviation businesses other than passenger carriers.

AIRPORT	Completed design for new retail concession store and a remodel of the café post-security.
	Increased marketing revenue in the terminal by 30%.

iv. Use the Airport terminal and other opportunities to promote City amenities and attractions.

6. COMMUNITY ENHANCEMENT AND PARTICIPATION

Create an image and identity that generates a sense of community pride and ensures a high level of livability.

COMMUNITY DEVELOPMENT	Issued 23 special event permits for 2020, all which were cancelled.

A. Improve and beautify City assets through volunteer efforts.

COMMUNITY DEVELOPMENT	Coordinated with 8 local students and 2 Artists in Residence to solicit and paint 8 cement backstops at the Redmond Skate Park. The event took 10 days to complete.
	Coordinated with 9 Redmond Committee for Art in Public Places (RCAPP) members and 7 local students to paint 7 cement barricades at the Redmond Pump Track. The event took one day to complete.
	Organized with Redmond Proficiency staff and 1 student to paint the electrical box at 6th Street and Evergreen Avenue.
PUBLIC WORKS	Coordinated with RCAPP for installation of artwork in City rights-of-way and parks.

B. Improve the quality and amenities of Redmond neighborhoods.

COMMUNITY DEVELOPMENT	Collaborated with a developer to install an art pedestal at Midtown Place affordable housing project on 5th Street and Greenwood Avenue to display a future sculpture through Redmond's Art Around the Clock program.
	Extensively researched and worked with RCAPP to refine a graffiti art pilot project for the tunnel under SW Highland Avenue.
	Adopted code amendments to Chapters 2, 5, 7 and 9 of City Code focused on: enabling an appeal of code enforcement decision, clarifying terminology, streamlining procures for efficiency, and enforcement of dangerous or abandoned buildings.
	Initiated 1,353 code enforcements/cases and resolved 97% of the code violations with voluntary compliance.
	Conducted enforcement on 193 business licenses to assist the Program Coordinator with compliance.
	Updated the Development Code (City Code Chapter 8) to improve residential design standards, 'missing middle'/House Bill 2001 housing, day care and improved administration. Development and adoption involved 6 work sessions and 2 public hearings with Planning Commission; prior to Council adoption.
	Conducted one work session with Planning Commission to develop a draft area plan for over 100-acres of mixed-use lands near Highway 126 and Helmholtz Way; West Redmond Area Plan (WRAP).
	Administered the CDBG funds, projects, and deliverables. Successfully: • completed award of $450,000 in CDBG funds to Housing Works to acquire land for the development of Midtown Place, a 47-unit affordable housing project;

	• worked with Habitat for Humanity to complete the transfer of $130,000 of CDBG funds to purchase property for affordable housing development;
	• completed 5 Environmental Reviews and 5 Subrecipient Agreements;
	• monitored reporting requirements for 11 existing CDBG projects;
	• updated the CDBG Consolidated Plan through managing required public participation and hosting a public hearing;
	• staffed the Housing and Community Development Committee (HCDC) to evaluate proposals in awarding CDBG and CDBG-CV funds (approximately $620,940 was available). HCDC met 6 times during 2020;
	• deployed CDBG program year 2020 funds, in the amount of $343,040 to four projects:
	  ○ Habitat for Humanity for homebuyer assistance.
	  ○ Senior Center to expand the Meals on Wheels program.
	  ○ THRIVE Central Oregon for referral and case management services.
	  ○ Families Forward for land acquisition for an affordable housing development.
	• deployed CDBG-CV1 funds (first tranche of CDBG-Covid funding in the amount of $121,000) to three projects:
	  ○ Thrive Central Oregon for referral and case management services, and rent/mortgage utility assistance
	  ○ Senior Center to expand the Meals on Wheels program
	  ○ Latino Community Association for rent/mortgage/utility assistance.
	• deployed CDBG-CV2 funds (second tranche of CDBG-COVID funding in the amount of $156,900) to four projects:
	  ○ THRIVE Central Oregon for referral and case management services, and rent/mortgage utility assistance
	  ○ Redmond Senior Center to expand the Meals on Wheels program, and provide a licensed clinical social worker to work with seniors in need
	  ○ Latino Community Association for rent/mortgage/utility assistance
	  ○ Shepherd's House for homeless shelter services (including a nurse, staff, & PPE supplies).
	• adopted amendments to the CDBG Annual Action Plan and Citizen Participation Plan to enable distribution of COVID CARES Act funding; and
	• updated the Consolidated Annual Performance and Evaluation Report (CAPER) as required by US Department of Housing and Urban Development.

ENGINEERING	Worked with Redmond Bicycle and Pedestrian Advisory Committee to develop a network of quiet streets to encourage biking and walking by users of all ages and abilities.

C. Invest in the use of public participation and community engagement in public policy decisions.

i. Use innovative approaches to public outreach and public participation.

CITY MANAGER	Conducted 5th Annual Community Survey on City Services. Results contribute toward the development of policy and initiatives.
COMMUNITY DEVELOPMENT	Conducted one Nuisance Appeals Board hearings to resolve three appeals of code enforcement citations and fines.
	Participated in 6 monthly meetings with the Central Oregon Builders Association (COBA) to discuss permit activities, opportunities for improvement and better coordination.
	Presented to the COBA regional membership on specific Redmond growth challenges, infrastructure projects and building activity.

	Adopted the Redmond Comprehensive Plan 2040; City's primary policy and land use guidance document. Involved working with 3J Consulting to round out public engagement, advisory committee feedback and plan development. Project implementation in 2020 included: website development and maintenance, 2 land use scenario planning open houses, 1 joint Council and Planning Commission work session, noticing, and 2 Planning Commission public hearings; prior to Council adoption.
PUBLIC WORKS	Promoted the use of Aquahawk, the City's water user consumer engagement platform, to help reduce leaks and promote water conservation.
	Continued partnership with GSI to advance the requirements of the Water Management Conservation Plan to include public outreach and classroom curriculum.

ii. Recognize and celebrate the work of the volunteers who serve on City committees and commissions.

CITY MANAGER	Distributed annual letters of appreciation from the Mayor and CM to all committee/commission members (in progress).
COMMUNITY DEVELOPMENT	Created an annual online/virtual tour of recent Urban Renewal projects for committee members to celebrate the accomplishments of their project work.

iii. Provide appropriate staffing and resources for the City's committee/commission structure.

COMMUNITY DEVELOPMENT	Organized and facilitated 10 RCAPP meetings.
PUBLIC WORKS	Provided staff support to the Parks Committee and Golf Committee.

iv. Celebrate the diversity of our community through Committees and Commissions

D. Beautify and improve the major transportation corridors within the city.

COMMUNITY DEVELOPMENT	In partnership with the Redmond Chamber of Commerce, coordinated and funded 170 hanging flower baskets to beautify downtown.
PUBLIC WORKS	Coordinated with RCAPP for installation of artwork in City rights-of-way and parks.

E. Plan, promote and develop bicycle and pedestrian facilities.

F. Strive for an interconnected community of parks and open spaces.

PUBLIC WORKS	Before end of fiscal year, will start construction of a new Neighborhood Park at Quartz Avenue to serve the surrounding area and improve the entrance and usability of the Dry Canyon.
	Before end of fiscal year, will start construction of a new staircase at the Maple Avenue bridge.

i. Collaborate with community partners to ensure Redmond residents have access to parks and open space amenities.

COMMUNITY DEVELOPMENT	Collaborated with 3 local teachers to provide artistic opportunities for 15 students through painting and art projects at two local and widely used parks; the Redmond Skate Park and Pump Track. Over 30 students submitted design options for the two parks.
	Worked to help promote a successful Farmer's Market in Centennial Park to connect residents to the park amenity. The Market has had its greatest success in the last three years. Foot traffic and sales at the Market reached an all-time high in 2020.

PUBLIC WORKS	Placed wayfinding signage along the Dry Canyon and Homestead Canal Trail to help users connect to key features throughout the City.

7. COMPREHENSIVE PLANNING

Enhance the quality of life through adoption of programs, policies, and standards that balance growth while maintaining our unique character.

A. Promote quality development.

i. Using the City Code and other tools, incorporate the Great Neighborhood Principles for both new and infill development.

ii. Review and drive livability goals for design requirements in residential and commercial development in Redmond.

COMMUNITY DEVELOPMENT	Prepared and adopted Phase 3 Development Code (Chapter 8) Update; included modified provisions to improve amenities and aesthetics in residential and commercial areas. The Redmond Comprehensive Plan Update 2040 included new and improved policies to require implementation of the Great Neighborhood Planning and Livability principals as part of development review.

B. Support orderly annexation from Urban Growth Boundary.

COMMUNITY DEVELOPMENT	Annexation/UGB: • Finalized the annexation schedule for special impact areas to enable the proper payment to the either the School District or RCAPP. • Processed and completed 156-acre land swap of industrial land; worked with County to reconfigure the Redmond UGB east side of Redmond. • Approved an annexation agreement 16.25-acre property located in south Redmond and within the Southwest Area Plan. • Prepared and submitted a UBG amendment application to the County for the Skyline Village affordable housing project.

C. Update Transportation System Plan and associated plans that advance the City's long-term development goals.

COMMUNITY DEVELOPMENT / ENGINEERING	Worked with the consultant and ODOT to complete the TSP update and adopt it into the Comprehensive Plan. Organized project management meetings, reviewed and revised goals and policies, updated map data and project lists within the TSP. Included approximately 12 project management meetings, 2 work sessions, and 1 public hearing prior to Council adoption in December 2020.

D. Work with partners on Emergency Management and Preparedness.

COMMUNITY DEVELOPMENT	Engaged in Economic Response and Recovery Planning efforts in response to COVID. Played a central role in PPE distribution and deploying approximately $100,000 in grant funding. Took the lead on developing economic metrics in collaboration with other cities, Deschutes County, and State partners to measure recovery so resources can be deployed effectively.
	Attended 2 regular meetings with the local advisory group on wildfire prevention and natural disasters.
	Served on the CET technical review committee to review Requests for Qualifications for the Deschutes County Statewide Transportation Improvement Fund (STIF)

	project; inclusive of the City of Redmond Fixed Route Planning and Feasibility Study Analysis. Participated in 3 City of Redmond Fixed Route Planning Study evaluation committee meetings.
POLICE	Police Department participated in critical incident exercise with County Emergency Management, RF&R, and Airport staff. Continued participation with County Emergency Management, Health Authority, OSHA, and first responder organizations regarding COVID-19 response.
PUBLIC WORKS	Continued partnership with Oregon Water/Wastewater Agency Response Network (ORWARN) for potential support during emergencies.
	Regular attendance at County-wide Emergency Management Planning Committee (EMPC) Meetings.
	Coordinated with Deschutes County Emergency Management to provide a fuel trailer in support in support of forest fire fighting efforts.

i. Coordinate emergency planning and preparedness exercises that require mobilization of facilities such as the Redmond Airport.

ii. Participate in Cascadia related emergency planning and preparedness.

E. Identify housing objectives, policies, and implementation strategies to diversify the range of housing choices.

COMMUNITY DEVELOPMENT	Collaborated with new Housing Coordinator to develop objectives to stimulate deployment of Urban Renewal resources to help increase availability of housing in the downtown and midtown areas. A Downtown Housing Subcommittee as formed to engage the community in the process.
	Hired full-time Housing Programs Analyst focused on CDBG program administration, housing policies, and initiatives.
	Conducted analysis of vacant city-owned properties potentially available for affordable housing or zoned for homeless shelters.
	Researched and processed City's first property tax exemption for a 36-unit multi-generational housing complex for families and seniors earning no more than 60% AMI; worked extensively with Redmond School District and Redmond Fire in approval process.
	Fostered and advanced homelessness awareness and coordination through: • Research and creating a draft affordable housing dashboard identifying Redmond-specific inventory, needs and tools. • Attended 3 COIC Housing 4 All meetings as City Liaison; • Allocated $100,000 in Coronavirus Relief Funds to 2 local service providers (Thrive Central Oregon and Latino Community Association) for rent/mortgage/utility assistance for income-qualified individuals affected by COVID-19. • Coordinated with Bethlehem Inn to apply for Phase I of Project Turnkey funding to acquire a hotel to convert into a homeless shelter. • Organized and conducted tours of 4 transitional villages located in Eugene, Cottage Grove and Medford.
IT / POLICE	Actively participated in the tri-county Joint Information Center JIC. Disseminating information for the COVID-19 Emergency Command Center and the Oregon wildfires as a designated evacuee site for Beachie Creek & Lionshead fire victims.

8. REGIONAL COOPERATION

Recognize Central Oregon as a whole is stronger than the sum of its individual parts and regional relationships are critical in Redmond's planning and decision-making process.

A. Participate in and support the work of the Central Oregon Cities Organization and League of Oregon Cities.

PUBLIC WORKS	Provided Underground Injection Control permitting documents, templates, and recommendations to the City of Madras to assist with their pending application for a DEQ permit.
	Provided recommendations on methods and equipment for wastewater flow monitoring in the City of Sisters.

B. Maintain Redmond's positive working relationship with regional, national and statewide entities and governments.

CITY MANAGER	Participated in quarterly forums managed by COIC which includes all regional City and County Administrators to discuss strategic issues (Housing, Homelessness, CARES Funding, Public Health and general service delivery.
COMMUNITY DEVELOPMENT	Interagency Coordinator and Engagement included: • Presented overview of homelessness and related Redmond conditions and strategies to the Homeless Leadership Coalition. • Participated in 1 Habitat for Humanity Board meeting to provide an overview of City affordable housing initiatives. • Keynote speaker/presenter and City staff liaison for regional wide homelessness meeting. • Six Community Development Department staff participated in a Housing Works sponsored mobile workshop and tour of 3 of their new multifamily affordable housing projects near Canal. • Served on the Housing Works Board of Directors; attended 6 Board meetings. • Attended 4 Redmond Housing and Service Providers (RHSP) meetings as City Liaison.
PUBLIC WORKS	Performed various services for neighboring communities on a reimbursement basis (vehicle maintenance, vegetation control, street sweeping).
	Attended Deschutes County's Noxious Weed Board meetings.

i. Support countywide recreation initiatives through partnerships with the Redmond Area Park and Recreation District.

ii. Examine opportunities to create a stronger connection between Fairground activities and Redmond.

COMMUNITY DEVELOPMENT	Staff joined Oregon Community Foundation Leadership Council to help direct foundation resources to Redmond. Participated in several meetings and the joint review committee to work toward achieving said objective.

iii. Strategically promote the placement and appointment of Redmond representatives to committees that have state and regional significance.

PUBLIC WORKS	Active memberships to various regional professional groups such as Oregon Association of Clean Water Agencies, Pacific Northwest Clean Water Association, American Water Works Association, the Deschutes Basin Water Collaborative, and Oregon Water Utilities.

iv. Strategically promote Redmond priorities and initiatives to appointed and elected state officials and statewide committees.

v. Maintain Council liaison assignments and advocacy on the Central Oregon Area Commission on Transportation; the Central Oregon Cities Organization; the Central Oregon Council on Aging; the Central Oregon Intergovernmental Council; the Deschutes County Fair Board and Fair Association; Deschutes Water Alliance; Economic Development for Central Oregon; Greater Redmond Historic Society; Housing Works; the League of Oregon Cities; Local Officials Advisory Committee; Local Public Safety Coordinating Council; NeighborImpact; Oregon Mayors Association; Redmond Area Park and Recreation District; Redmond Chamber of Commerce; Redmond Economic Development, Inc.; and the Redmond School District Board.

COMMUNITY DEVELOPMENT	Served on the Redmond School District Bond Task Force participating in 7 meetings and helping with passage of November bond measure.
	Served on the Central Oregon Housing Authority (dba 'Housing Works') Board of Directors participating in 6 Board meetings.
PUBLIC WORKS	Provided staff support to the Parks Committee and Golf Committee.

C. Participate in the activities and groups that are addressing water related issues affecting the Deschutes River Basin.

PUBLIC WORKS	The Wastewater Division, in cooperation with the City of Prineville Wastewater Division, is supporting a sampling arrangement to facilitate testing of wastewater throughout the treatment process. The purpose of this sampling is to quantify the effectiveness of a lagoon/treatment wetlands facility in protecting groundwater resources.
	Member of Central Oregon Cities Organization Water sub-group.
	Membership and active involvement with the Pacific Northwest Clean Water Association, the Deschutes Basin Water Collaborative and the Oregon Association of Clean Water Agencies to ensure pollution prevention and groundwater control.

D. Provide leadership and participation on efforts to develop a corridor improvement plan and evaluate mechanisms to plan, prioritize and fund regional transportation system improvements to the US 97 corridor.

COMMUNITY DEVELOPMENT	City Council adopted the South Highway 97 Urban Renewal Area, creating opportunities to leverage local dollars for implementation of the adopted Corridor Plan.
ENGINEERING	Incorporated US 97 South Redmond Corridor Plan into the updated TSP and worked with Urban Renewal staff to create a new urban renewal district.

E. Seek and utilize State and Federal economic development programs and grants.

9. URBAN RENEWAL

Invest resources to encourage new business investment in designated blighted areas that will grow the job base and strengthen and diversify the tax base in that area.

A. Manage urban renewal area to ensure consistent program delivery and sufficient financial resources.

CENTRAL SERVICES	Financial dashboard presented to the Downtown Urban Renewal Advisory Committee (DURAC) on a semi-annual basis. An $8 million bond was included in FY 2020/21 budget; fund balance and project cash flow monitored to appropriately time the bond financing.

COMMUNITY DEVELOPMENT	Established monthly meetings with Finance Division to ensure grants and loans are funded adequately, efficiently, and expediently.

B. Advance objectives of the Downtown Urban Renewal Plan to maintain the vitality of the downtown core; provide sufficient parking; make productive use of land; create opportunities for new development; relieve traffic problems and improve pedestrian safety; and provide new public amenities and open spaces.

COMMUNITY DEVELOPMENT	Under Property Assistance Program, continued to work to match property owners and businesses to fill vacant spaces to diversify commercial mix and make productive use of land. In calendar year 2020, Urban Renewal partnered on 17 grants and loans funding $83,000 in grants and loans. The funding leveraged over $185,000 in project investment.
	Planned and developed two (2) parking lots to provide for additional parking downtown. The lots, when combined, will offer approximately 160 free off-street parking stalls.
	Participated in 4 CET meetings centered on planning for a transit system in Redmond; identifying strategic stops, routes and preferred transit types within the Urban Renewal boundary.
	Nurtured several dozen business leads to encourage them to locate in the city's commercial core and enhance the vitality of downtown. The outreach resulted in approximately 10 businesses touring downtown.
	Created the Downtown Housing Sub-Committee in coordination with the Urban Renewal Department, identified committee members, drafted committee goals, and held first committee meeting.

i. Select a private developer and begin to move forward on the redevelopment of the Old City Hall site.

COMMUNITY DEVELOPMENT	A newly designed 126-space public parking lot will open in January 2021.

ii. Advance initiatives in the Medical District and Mid-Town area.

COMMUNITY DEVELOPMENT	Medical District: Staff oversaw construction of Central Oregon Medical Specialists Building through awarding and administering a $600,000 construction loan for the $6 million building renovation and expansion.
	Mid-Town Place Affordable Housing: Awarded a $2.9 million construction loan for the $12.4 million 47-unit workforce housing development. Ensured all loan, legal requirements and program requirements were satisfied. Mid-Town Place will open in late 2021 (workforce housing).

C. Invest in infrastructure projects that make a demonstrable, positive impact on job creation and encourage private investment.

D. Pursue catalytic projects through programs that maximize private investment and leverage urban renewal resources in order to grow the tax base.

ENGINEERING	Assisted with design and construction of two parking projects in the downtown Redmond

E. Collaborate with ODOT and taxing district partners in implementation and funding, including a new urban renewal area, for the South US Highway 97 improvement project.

COMMUNITY DEVELOPMENT	Staff initiated and created the South 97 Urban Renewal District. Redmond's third district incorporating 1,330 acres along South Highway 97 and LLI zoned properties south of the Fairgrounds. Key milestones included: • Working with Leland Consulting to develop plan and report to guide the District development deliverables. • Developed partnership with RF&R to facilitate the planning and development of a new fire station to better serve southern Redmond. • Extensive collaboration with Central Services and Finance to model and forecast the tax increment financing and revenue. • Outreach to all taxing districts; firm support from seven taxing districts was garnered. • Extensive coordination with DSL. Met with the state agency and their consultants a half dozen times to ensure their objectives with the project would be achieved. • Provided and conducted required notices, hearings and adoption processes as required by state law. City Council approved South Hwy. 97 Urban Renewal Area in December 2020. The District received support for all primary taxing jurisdiction partners.

Councilor Bullock's Goals Ideas

Council Operations and Communications

- Council should consider adopting a goal related to the manner in which Council operates and communicates. Consideration should be given to group agreements and to transparent, shared knowledge of operational structure and practices. Agreeing how discussions and debates will occur at public meetings, agreeing how email communication will be utilized, and agreeing how Councilors will communicate with one another is paramount. Further, consistency in applying these agreements is critical.
- Council should consider a three-member task force to review Council rules for the purpose of updating and amending them as necessary. Consideration should be given to an annual or biannual training of all councilors in a public meeting to ensure Council operates effectively in the manner the rules intend.
- Council should consider clarifying or implementing policies regarding the communication of Councilors with the media and other elected and governmental agencies.
- Council should consider the establishment of a working space in City Hall for Councilors to utilize and access for the purpose of conducting City business. Further, Council should consider providing all Councilors with regular and equal access to briefings and staff reports.
- Council should consider ways in which to enhance and honor broad based community participation in City Council meetings, as well as on Committees and Commissions

Homelessness

- Council should develop and implement an actionable plan to help provide shelter and resources to people in our community experiencing homelessness. Given the range of experiences this population faces, specific actions may include support for a permanent shelter, advocacy for additional temporary winter warming shelters, convening stakeholder groups and service providers, and prioritizing homelessness support and relief in allocating CDBG or other available funding mechanisms.

Affordable Housing

- Develop an affordable housing scoreboard that is updated monthly and shows the number of affordable unites needed (in total and perhaps by category), the number under construction, and the number in the planning pipeline.
- Provide additional staffing and support from the City for local and regional efforts to develop and promote affordable housing solutions.
- Inventory available city land and land available for purchase or acquisition that might allow for public-private partnerships to construct affordable housing.
- Pursue a tiny homes community designed to create a place of belonging for people experiencing homelessness in our community, in particular veterans.

Marijuana

- Examine the possibilities of allowing legal marijuana sales in the City of Redmond, including but not limited to reviewing city codes from throughout the state, conducting an economic analysis

that includes local tax revenues as well as shared state revenues, consulting with government and industry experts in this field.

Transportation

- Continue to work with COIC and other local and state partners to develop and promote public transit development.
- Seek ways in which to continue expanding biking and walking options for community members, as well as other forms of alternate transportation.
- Promote and focus on the South Highway 97 Urban Development as a catalyst for economic growth and development, as well as a safe corridor for travel.

Growth

- Seek to find ways in which to incentivize and develop commercial nodes within new and existing neighborhoods to create community and to mitigate the need to drive to the core for certain services.
- Prioritize green spaces and parks in planning process to ensure livability for all residents.
- Continue partnerships with REDI and EDCO to bring in living wage jobS

Diversity, Equity, and Inclusion

- Council should establish an equity committee to ensure all community members can effectively participate in public processes.
- Council should ensure the make up of committees and commissions reflects the diversity of the community.

COVID-19 Mitigation and Relief

- Council should provide leadership encouraging all community members to follow guidance of CDC and OHA to ensure the health and safety of our community.
- Council should advocate for financial support of businesses and individuals impacted by stay at home orders and by mandated closures.
- Council should provide leadership on vaccine education and support to encourage community members to consider vaccines as a critical mitigation strategy.

Councilor Clark-Endicott's Goals Ideas

1. Completion of the video recognition program of active military of Redmond
2. Community gardens

COUNCILMAN CLIFFORD B. EVELYN SR.
PRIORITIES AND GOALS

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1. HOMELESSNESS IN REDMOND

Many would like to ignore the issue of homelessness in Redmond, Oregon, but it would be a dereliction of duty to ignore this humanitarian issue which is presently impacting our city, but conveniently being ignored. This is not going to just disappear. We need to focus on a devising a plan and having discussions as a council to address this issue. It is affecting the mental and physical health of adults and children which could have devastating effects (increase in crime) on our city in the future. It is also important to know that many of these homeless individuals are Veterans who have fought for the freedoms we are now enjoying in our country and Senior Citizens.

I have noticed the city making plans for additional parks and upgrades of parks and I believe we should consider using some of that money to look at options to address this issue. It is not the sole responsibilities of the churches in Redmond to take on the responsibility of helping our less fortunate men, women, children and Veterans survive. We can spend $34K a month of tax payers money to continue the upkeep of a Golf Course which is barely paying for itself and bringing very little to offset the cost of its maintenance.

I believe this issue needs to be discussed monthly until we can come up with a plan to begin addressing this.

2. DISPENSARIES IN REDMOND

It is time for Redmond to realize the benefits of having dispensaries. Bend and Madres have dispensaries and are reaping the benefits of having them. The false narrative that federal funding to Redmond will be cut if we allow dispensaries to operate is not true. Being dishonest with the citizens of Redmond and depriving them of the available tax benefits is fiscal irresponsibility. Mr. Josh Lehner, Oregon Office of Economic Analysis, put together a chart that depicts how state **marijuana tax revenues are allocated to cities, counties, state police and different departments at the state level**. The dollar amounts are in millions and are the total funds allocated between July 1,2017 and June 30, 2019. (I can present the chart to the council members). Here are some facts:

- 10% of the money collected by the State comes back to cities.
- Bend received $296,174.00 in revenue for its general fund for the 2019 fiscal year according to Melissa Bradley, budget & financial planning manager for the City of Bend.

- Bend Voters passed a 3% additional sales tax in November 2016 for recreational marijuana sold within the City of Bend. The city collected $703,843.20 from this tax in 2019.
- Deschutes County does not collect an additional tax on top of the States 17%, but **they do receive moneyback from the State for Law Enforcement and prevention work.**

- **During fiscal year 2019**, the **State allocated $399,519.77** to Deschutes County according to Rich Hoover, public information officer for the Oregon Department of Revenue. To date, **the County received $1,116,948 from the State** according to Whitney Hale, public information officer for Deschutes County.

Redmond needs additional Revenue especially with the Pandemic hurting our business community. That revenue is staring us in the face, but false narratives involving federal regulations are blocking Redmond from obtaining access to this additional revenue. The state of Oregon has given $85 million to various programs thanks to marijuana sales and here is the breakdown and Allocation of these funds:

- $34 million -State School Funds
- $17 million – Health, Alcoholism & Drug Programs
- $17 million – Oregon City & Counties
- $12 million – Oregon State Police
- $ 4 million Oregon Health Authority
-

Without this revenue, taxes would have to be raised to keep budgets afloat. Being stubborn is no excuse for being fiscally irresponsible.

Finally, due to the pandemic, **Oregon cannabis has reached $1 Billion** in sales this year. A first for the industry and a remarkable leap from 2019.

3. DIVERSITY, EQUITY AND INCLUSION COMMITTEE

I am suggesting moving forward with a Diversity, Equity and Inclusion Committee. This committee would be a task force of **diverse members** who would be responsible for helping bring about the cultural, and possibly ethical, changes necessary for Redmond. Having a more diverse, equitable and inclusive workforce can increase the overall bottom line of the city workforce and this in my opinion is truly needed.

The changing demographics in Redmond will create new challenges for new people moving in and for those who are long term residents here. It will be our responsibility to build this bridge and create an atmosphere whereas all living in Redmond will feel safe and

comfortable. We cannot just simply say we are a "welcoming city", we have to demonstrate that we truly are. If we were truly a welcoming community, we would foster culture and policy environment and make it possible for newcomers of all backgrounds to feel valued and to participate alongside their neighbors. In several past City Council meetings this item was brought forward to the council for consideration. It seem to have been ignored / avoided several times and just recently it has received some attention thanks to Councilman Jon Bullock and Caulderon(?).

Reducing barriers and building bridges is the goal of a DEI Committee and I would ask that the Council give their support to forming a City DEI Committee.

4. <u>AFFORDABLE HOUSING & VACANT BUSINESSES IN REDMOND</u>

Affordable housing in Redmond is nothing more than a catch phrase since w know it really isn't affordable housing. Affordable housing is defined as housing whereas an individual only pays 30% of their salary (just for rent). Well, many are paying well over 30% of their salary and many are paying in the area of 40%-50% of their salary. In talking to a young lady in Redmond, she said she just moved into her apartment. In order to do so, she had to pay the following:

- First & Last month rent - $1,590 ea. x 2 = $3,180.00
- Deposit - $1,000.00
- Pet deposit $ 500.00
- 1 Parking Space $. 30.00

Her salary is $12.00 hr. and rent is $1,590.00 therefore she has $330 left over for other bills and food. This is unacceptable. The median income for a home in Redmond is now at approximately $330,000.00. I believe we should discuss how to make more housing affordable.

<u>Vacant Businesses / Lack of Signeage East of 97</u>

There are just too many vacant buildings in downtown Redmond and it is becoming an eyesore instead of a place that has the appearance of thriving businesses and business opportunities. We just invested millions in upgrading the old Redmond Hotel, now SCP, an we have dumpy unattractive buildings surrounding it. We must do something to make this area more attractive and if that means putting pressure on those who own the property, then lets proceed. They can just leave buildings vacant to be used as a tax write off while bringing down the property value of the stores trying so desperately to survive.

We also are doing an injustice to the businesses on the East side of 97 by not making visitors know they even exist. They only have word of mouth a advertising and that is

unfair to them. This is where “equity” comes in in how we treat our citizens. This is not a hard issue and it’s just a matter of implementing it through City Council Vote.

To: Mayor and Council
From: Ed Fitch
c/o Keith Witowski
Re Council Goal setting

As You know we have our goal setting sessions coming up in late January and early February. Below is a list of items for consideration. I think we will have a more productive session if we each put in writing beforehand each of our views regarding matters you would like the council as a whole to consider.

1. Council Rules. During orientation we were provided a copy of rules adopted by a prior council. I am not sure how binding they are on a new council . At any rate, they should be reviewed and considered by this council and in my view, revised..

A. The rules should be clear that if three or more councilors want to have an item on a future agenda for discussion, that item will be put on the next council meeting agenda unless agreed to otherwise (e.g.staff needs more time to prepare).

B. The council liason position should be reviewed and possibly eliminated. There are two problems with it. First, it appears the councilor is under a gag order not to speak at a meeting. Besides being constitutionally questionable, it does not seem to make a lot of sense to be a potted plant at a meeting. Second, the councilor who goes and "reports" back to the council may intentionally or unintentionally color the activity of that commission with their own view. A better approach is to have all of the minutes of each body provided to the council and then have periodic joint sessions with each - more for some (planning, durac, airport) than others.

C. Any restriction on speech at council meetings or otherwise needs to be viewed with great caution on two points: 1. The constitution and 2. Each councilor is individually elected. Having said that, I totally agree the council needs to work in a respectful manner and to work in a productive manner.

2. Transportation. At least from my perspective, two issues will not go away. The first is phase 2 of the reroute. That was an integral part of the reroute plan from its inception 20 plus years ago. The second is the lack of any plan to have at least one grade separated crossing between the far north and far south ends of Redmond. After weeks of looking into it, it does not appear either of these topics were subject to any public discussion at any level until the council meeting in December. To me they are vital to the long term health of the community and need to be the subject of analysis and public discussion.

3. Lease Policy on city land outside the airport. These lands, along with the airport itself were deeded to the city by the War Department after World War II. The land is subject to a patent in favor of the FAA. From the late 70's to the early 90's three tracts were released from the patent.

100 acres was sold in 1978 to Tektronix for $1.2 million. That provide the local share for the intial construction of the terminal. The FAA also release the l;and that became the campus for COCC. Finally, the FA released a small parcel immediately adjacent to the airport which as sold to LANCAIR. The city now has 100-150 acres outside of the airport that are vacant and non productive. In the past 20 plus years the city has only been able to procure one new lease of 5 acres of these patent lands. That is the site of the PAPE facility on airport way. That lease took quite a few concessions by the city in order to make it happen. I do recommend we have a task force made up of 2 councilors, 2 airport commission members, a commercial broker and Jon Stark to develop a policy to address this issue so these lands can become productive and some day start generating income for the airport budget. Keith and Zach would of course also be participants.

4. Equity, diversity and transparency. I was impressed with the police departments description of their equipment and training in how best to address 1. Conflict situations with the goal of de escalation whenever possible and 2. Treating all people equally. I do think a public presentation and hearing would be helpful here.
We also need more diversity and transparency in our appointment process. The past practice of many councils was for the mayor to seek the help of councilors in getting recommendations for appointment and providing applicant's information to the full council at the beginning instead of at the end or never. I would find it hard to make an informed decision otherwise.

5. Local Improvement districts. The city should discuss the use of a local improvement district in two particulars:

A. South Highway 97 corridor. As you know we need to look at additional sources of funding. The obligations for the improvements should also be fairly apportioned. There are improvements in the corridor that improve the whole community, improvements that benefit the 97 corridor but there are also improvements that benefit the particular business in the corridor (e.g sidewalks) It may be logical to look at an LID for the cost of those types of improvements.

B. Older neighborhoods near downtown. An LID to put in sidewalks where necessary coupled with Bancroft bonding may be an excellent way to insure safety for pedestrians, address ADA issues and actually improve the values of adjacent homes. It will also help with pedestrian access to downtown.

6. Marijuana (retail) . There are certainly legitimate concerns regarding marijuana, particularly the potential impact on youth. However, it is legal in the state of Oregon. A retail outlet cannot sell to anyone under 21. That rule, among others, is enforced by OLCC. In looking at the revenue stream it would appear the City could potentially realize $300k annually. For example Oregon City's tax revenue here was around $400,000. In the pre covid year Bend, which also had a three percent local tax, received about $1.4 million - a fair amount of which probably came from Redmond residents . There has never been a true cost analysis done on this matter. There should be a way we can allow only two retail sites that are not near and schools, neighborhoods etc.

It should be discussed with all of the facts because these funds could solve some the challenges we face with the general fund.

7. Zoning. As we get more and more pressure to increase density and allow smaller homes and lot sizes the issue of storage needs to be addressed either by requiring storage facilities with developments (SFH) or some basic CCR's that would prohibit the storage of items in yards except in fenced enclosed areas. Otherwise we will end up with new blighted areas.

The long and short of it is the free and open exchange of ideas with public imput will lead to productive and creative solutions for the community. I am sure you will have a list as well.

Councilor Wedding's Goals Ideas

1. Infrastructure
    a. Leveraging and balancing of SDC's
        i. Developer participation/accommodation
    b. Emergency Response Planning and Resiliency
        i. Continued development and coordination with region
        ii. Coordination with critical customers
    c. Proactivity to balance growth with necessary critical infrastructure
        i. Develop metrics and standards to ensure growth does not outpace infrastructure as we struggle currently with aging infrastructure and renewal/replacement
2. Local Business/Economy and Community Development
    a. Focus on recovery of community/residents and local businesses post Covid 19
    b. Further coordination and outreach/education with local businesses
3. Community Involvement/Transparency
    a. Development of various outreach and education programs
        i. Diversity
4. Investment in Employees, Knowledge Transfer and Retention
    a. Development of program for long term employee knowledge transfer
    b. Develop retention plan for hired employees
        i. Set term limits for employment duration post city investment in training and/or licensing
    c. Identify programs to further invest in employees and promote a workplace capable of retaining a higher percentage of hires and also attract high level candidates