

SPECIAL CITY COUNCIL WORKSHOP OF THE CITY OF REDMOND WAS HELD JANUARY 26, 2021, VIA GOTOMEETING.

COUNCIL MEMBERS PRESENT: Jon Bullock – Krisanna Clark-Endicott – George Endicott – Clifford Evelyn – Ed Fitch – Jay Patrick – Shannon Wedding

MEDIA PRESENT: None

Mayor Endicott called the workshop to order at 6:00 p.m.

CURRENT EVENTS

Redmond Fire and Rescue Deputy Chief Jeff Puller updated the Council on COVID-19 vaccinations occurring at the Fairgrounds and the elimination of orthopedic trauma surgery from St Charles Redmond. The Redmond facility will now be a Level 4 trauma center. Chief Puller took questions from the Council.

GOALSETTING PART 1

A. Organization Operational Dashboards and Needs

Chief Financial Officer Jason Neff provided the Council with a presentation on the operational health of the City which identified staffing and vehicles/equipment needs across departments. Mr. Neff explained that due to continued population growth of the City, 36 new staff members will be needed over the next four years. Over the past four years, 49 were hired. Areas most in need include Police officers and support staff, Parks, Engineering, Facilities Maintenance, Central Services, and Information Technology.

In response to comments from Mayor Endicott, City Manager Keith Witcosky explained that the workload of IT staff has been significantly impacted by COVID-19 and the amount of technology they are managing.

Councilor Fitch stated that including the needed monies in addition to the overall General Fund percentage would provide the Council with another visual aid of department needs. Councilor Bullock added that for additional context a report showing the amount of funding needed to move the gauge for General Fund departments to orange or yellow categories for would be helpful as well. Mayor Endicott noted not all departments will have all their needs funded so viewing it in terms of longevity would be beneficial as well.

B. Q & A on Achievements

Mayor Endicott explained that every staff report lists a Council goal and the Fiscal Year (FY) 20/21 Achievements correlate to those goals. City Manager Keith Witcosky shared the Achievements for the first half of the FY which is not realistic or accurate in terms of an overall view of the work being done. In October 2021, a final recap of the FY 20/21 Achievements will be brought back to Council for a full review. Mr. Witcosky reviewed each major category of the goals noting the Achievements reflect the workload volume of staff. Various questions and comments from Council were addressed.

C. Section by Section Review/Input from Council Members

i. Additional Revised Goals/Edits

Mr. Witcosky explained that the set of goals being proposed for consideration includes various goals submitted by the Council as well as those proposed by the Leadership Team. The Council has several very important policy issues that do not always translate into a specific goal, so the Leadership Team tracks those items separately outside of the actual goals.

After discussion by the Council, the Fiscal Year 2021/2022 are proposed as follows:

1. SUSTAIN OPERATIONS

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

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 scale staffing needs in proportion to population growth.
 - b. 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.
 - c. Pursue opportunities to educate and partner with the community to enhance safety.
 - d. Advance initiative for a new Police Station through land acquisition and appropriate needs analysis, and financial strategies. Target new facility opening by 2024/2025.
- ii. Provide City water and wastewater operations to meet or exceed public health standards.
 - a. Fully evaluate Wastewater Treatment Plant expansion options and complete the design for the preferred option.
 1. Leverage potential relocation with opportunity to connect residents to recreational opportunities outside of the UGB (Deschutes River, Smith Rock, BLM trails, etc.).
- iii. Ensure appropriate investment in Central Services staffing and infrastructure to support efficient delivery of City services.

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.
- 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.
- iii. Take continual steps to make City services more user/business friendly.
- iv. Seek and achieve efficiencies through the acquisition and implementation of new technologies.
- v. Incorporate strategic use of technology, social media, the internet and other tools to inform and communicate with citizens and stakeholders.
- vi. Seek opportunities to strategically use City capital assets such as buildings and properties.
- 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.

- C. Explore opportunities to augment revenues to support existing operations and infrastructure maintenance.
- D. Establish and adhere to best practice and sound financial policies associated with operating contingencies; fund balances/reserves/debt service ratios; and other metrics.
 - 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.
 - ii. Ensure the City can remain healthy during economic downturns.
- E. Prioritize municipal services to match community needs and desires with available funding.
- F. Take necessary actions to enhance and maintain the credit rating of the City and its affiliated entities.
- G. Manage financial affairs in a transparent, responsible and consistent manner.

2. EFFECTIVE STEWARDSHIP AND EMPLOYEE INVESTMENT

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

- 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.
 - ii. Maintain positive, productive and collaborative labor relations.
 - iii. Assure employment contracts are fiscally sustainable.
 - iv. Emphasize succession planning to maintain the long-term health of the organization.
 - v. Celebrate staff effort and achievement.
 - vi. Respond to the organizational need to lift the post COVID morale, productivity and working relationships.
- B. Maintain a clear strategic direction and policy guidance as a foundation for a creative, innovative and efficient work environment.
 - i. Support an organizational culture of collaboration, performance, accountability, and teamwork.
 - ii. Look for opportunities to improve efficiency through appropriate delegation of decision-making authority.
- C. Commit to clear and collaborative lines of communication between City leadership and City Council.

3. CITY INFRASTRUCTURE

Preserve and enhance the City's infrastructure to balance population growth with necessary infrastructure.

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

- B. Maintain a 5-year Capital Improvement Program that drives decisions and is updated annually through a public process.
- C. Leverage General Fund revenues by exploring resource development opportunities, grants and other sources of revenue to address City's infrastructure needs.
- D. Develop the City's infrastructure pursuant to the priorities identified in the City's infrastructure systems plans.
- 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 mobility community and the general public.
- F. Seek solutions and financing strategies to improve sidewalk connectedness, particularly in older, established neighborhoods that lack sidewalk infrastructure.

4. ECONOMIC DEVELOPMENT

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

- A. Support local businesses and individuals through state and federally allocated COVID CARES resources to assist in the economic recovery of the pandemic.
- B. Help existing businesses within the city thrive and foster opportunities for new business and job growth.
 - 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 traded sector business development in Redmond.
- C. 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 create family-wage jobs.
 - ii. Ensure an adequate supply of planned commercial and industrial land.
 - iii. Provide well planned, maintained, high quality infrastructure that create competitive advantages for business and community growth.
 - iv. Make efforts to offset infrastructure costs with state and federal resources.
- D. Invest in infrastructure on key opportunity sites that facilitates commercial and industrial site readiness.
 - i. Take the necessary steps to increase water and sewer service to strategic lands that are currently unserved or underserved.
 - ii. Increase access to Large Lot Industrial lands by examining opportunities to connect 19th Street to Hwy. 97 access points south towards Quarry Road.

E. 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.
- ii. Support the expansion, relocation and/or creation of new institutions of higher education into the Central Oregon region.
- iii. 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.

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

- i. Attract aviation related businesses to airport property within the fence line.
- ii. Apply leasing strategies that are flexible and attractive to tenants yet comply with FAA and TSA requirements.
- iii. Aggressively pursue physical improvements to airport facilities, increase amenities and enhance the customer experience.
- iv. Pursue State, FAA, and other funding for development, expansion and preservation of the airport's physical facilities.

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. Ensure long-term relationships with property developers contain enforceable benchmarks and performance measures.
- iii. Examine existing plans to determine viability of bringing water, sewer, and other necessary utilities, to undeveloped and unserved airport lands.
- iv. Identify opportunities, in collaboration with the FAA, to incentivize and accelerate outside the fence land development.
- v. Work with REDI to determine the market for industrial parcels on Old Juniper Golf Course and other lands.

D. Provide exceptional air service opportunities.

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

- 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 community pride and ensures a high level of livability.

- A. Improve and beautify City assets through volunteer efforts.
- B. Improve the quality and amenities of Redmond neighborhoods.
- C. Invest in the use of public participation and community engagement in public policy decisions.
 - i. Use innovative approaches to public outreach and effective public participation to all members of the community.
 - ii. Recognize and celebrate the work of the volunteers who serve on City committees and commissions.
 - iii. Celebrate the diversity of our community through Committees and Commissions.
 - iv. Increase knowledge and awareness of citywide diversity, equity and inclusion and determine if City Council should take additional steps to advance a DEI initiative.
- D. In partnership with the Chamber and service organizations, plan for a community celebration when public health metrics dictate it is safe to do so.
- E. Beautify and improve the major transportation corridors within the city.
- F. Plan, promote and develop bicycle and pedestrian facilities.
- G. Strive for an interconnected parks and open spaces.
 - i. Collaborate with community partners to ensure Redmond residents have access to parks and open space amenities.
 - ii. Incorporate Community Gardens into the development concepts for Skyline Village.
- H. Initiate a “Be Neighborly” campaign to raise community awareness about behaviors which diminish the quality of life of others such as, dogs off leash, speeding, ignoring pedestrians at crosswalks, etc.

7. COMPREHENSIVE PLANNING

Enhance the quality of life through adoption of programs, policies, and standards that manage growth while maintaining Redmond’s small-town feel.

- A. Promote quality development.
 - i. Use the City Code and other tools, to 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.
- B. Support orderly annexation from Urban Growth Boundary.
- C. Work with partners on Emergency Management and Preparedness.

- 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.
- D. Identify housing objectives, policies, and implementation strategies to diversify the range of housing choices.
 - i. Assess the need for lower income housing units throughout the community and propose tools to City Council to address these needs.
 - a. Use metrics to report progress annually.
 - ii. Work with Deschutes County and appropriate neighboring communities to reduce homelessness and participate in community conversations to advance this topic.
- E. Pursue opportunities and work with Cascades East Transit to develop and promote public transit.

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 (COCO) and League of Oregon Cities (LOC).
- B. Maintain Redmond's positive working relationship with regional, national and statewide entities and governments.
 - i. Support countywide recreation initiatives through partnerships with the Redmond Area Park and Recreation District.
 - ii. Examine opportunities to create connections between Fairground activities/uses and Redmond.
 - iii. Strategically promote the placement and appointment of Redmond representatives to committees that have state and regional significance.
 - 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 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; 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.
- C. Participate in the activities and groups that are addressing water related issues affecting the Deschutes River Basin.
- D. Provide leadership and participation on efforts to pursue funding opportunities to implement the Council adopted US 97 Corridor Improvement Plan.

9. URBAN RENEWAL

Deploy resources to encourage investment and advance the goals of the City's urban renewal areas.

- A. 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
- B. Advance objectives in the South Highway 97 Urban Renewal Plan including creation of an urban renewal advisory committee, staffing, and pursuit of leverage opportunities for projects and programs.
- C. Invest in infrastructure projects that that leverages job creation and private investment and advance public objectives.
- D. Pursue catalytic projects through programs that leverage private investment, job growth, accelerate the growth of the tax base.
- E. Proactively encourage absentee landlords to invest in their properties and increase the value of their buildings.

Mr. Witcosky recapped the list of policy issues as 1) transit planning and funding; 2) how the City finances projects; 3) marijuana and dispensaries; 4) affordable housing tools; 5) homelessness; 6) diversity, equity, and inclusion; 7) Convention Visitor's Bureau strategic plan and tourism investments; 8) livability related city code; 9) Airport land development strategies; 10) reroute discussion with ODOT. Capital improvement projects that Council will receive regular updates on include 1) Airport terminal expansion; 2) wastewater treatment plant expansion; 3) new police station; 4) Juniper Golf Course; 5) Skyline Village.

There being no further business, the workshop was adjourned at 8:13 p.m.

Prepared by Kelly Morse, City Recorder

APPROVED by the City Council and SIGNED by the Mayor this 23rd day of March 2021.

/s/ George Endicott
George Endicott, Mayor

ATTEST:

/s/ Kelly Morse
Kelly Morse, City Recorder