

SPECIAL CITY COUNCIL WORKSHOP OF THE CITY OF REDMOND WAS HELD JANUARY 28, 2020, IN THE EXECUTIVE CONFERENCE ROOM.

COUNCIL MEMBERS PRESENT: Jon Bullock – Joe Centanni – George Endicott – Krisanna Clark-Endicott – Camden King – Ginny McPherson

COUNCIL MEMBERS EXCUSED: Jay Patrick

STAFF PRESENT: City Manager Keith Witcosky – Legal and Human Resources Director Keith Leitz – Airport Director Zachary Bass – Police Captain Devin Lewis – Public Works Director Bill Duerden – City Engineer Mike Caccavano – City Recorder Kelly Morse – Deputy City Manager John Roberts – Chief Financial Officer Jason Neff – Accounting and Financial Reporting Director Brooks Slyter

MEDIA PRESENT: None

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

CITY COUNCIL GOAL SETTING

Council and staff reviewed the Fiscal Year (FY) 2019-2020 staff accomplishments.

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”.

POLICE	Park Patrol Cadets provided additional public safety presence in City parks throughout the summer months. Beginning in June 2020, these seasonal patrols will begin again.
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- a. Continue the initiative to address staffing needs in proportion to population growth.

POLICE	Added 2.5 FTE through the budget process, which included an airport officer funded by the airport, a part-time Records Specialist and a patrol officer allocated in the General Fund. Officers per thousand ratio now at 1.44/1,000
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- 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	Additional FTE over the past two years enabled the PD to create a full-time Street Crimes Unit in July 2019; a team of two officers focused on drug-related crimes and quality of life issues in the community. Their efforts have yielded 59 arrests, and seizure of nearly 10 oz. of methamphetamine, 2.5 oz. heroin, 1 gun, 10 search and/or arrest warrants served, and \$2000.
	Furthered relationship with Deschutes District Attorneys office through regular briefings and strategic communication.

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

CDD	Completed annual Bicycle and Pedestrian Advisory Committee survey (Long Range Planning).
POLICE	The second annual National Night Out event occurred in August 2019. It provided an opportunity for the PD staff to interact with more than a thousand community members and provide information on crime prevention, impaired driving, firearms safety, and more.
	The first “Coffee with a Cop” event was held in October 2019 at Proust Coffee. Citizens were invited to join officers for a beverage and in a low-key setting be able to discuss matters regarding community safety, traffic concerns, crime, and other topics. The program will continue throughout 2020 at various coffee shops.
PUBLIC WORKS	Utilized the Traffic Safety Work Group with representatives from Public Works, Engineering and Police to evaluate citizen traffic concerns and determine measures to mitigate issues as appropriate.

- 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.
	Wastewater Division consistently met the requirements of the Water Pollution Control Facility permit without exceeding pollution limits while Environmental Programs successfully implemented their semi-annual toxics monitoring.

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

IT / COMMUNICATIONS	Provided AMAG security door controllers in the Public Works Complex.
	Assisted Water Division migrate SCADA system from POTS (analog) lines to Verizon private network (digital lines).
	Assisted Wastewater (WW) Division with software and hardware upgrades.
	Assisted WW Division with Granite.net software licensing.

- i. Explore the potential of increasing efficiencies and economies of scale through the sharing of services and resources with other public agencies.

CDD	Maintained IGA's 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 during slower inspection activity period. (Building Division)
	Fostered and advanced homelessness awareness and coordination through: a) research presented on homelessness at a City Council worksession; b) attended four Redmond Housing and Service Providers meetings as City Liaison; c) attended three Central Oregon Intergovernmental Council (COIC) Housing 4 All meetings; and d) continue to research and develop affordable housing and homelessness policy memos. (CDD Program Specialist).
	Through working with the State, explored modification of the planning and code compliance Accela modules to enhance workflow efficiencies.

	Permit Technicians improved the processing and tracking of approved Enterprise Zone applications administered by Redmond Economic Development Inc.
	Reconciled 15 Annexation Agreements with the Finance Department. (Planning Division)
	Updated pre-development meeting process through improved coordination, application updates, and pre-meeting preparation. (Planning Division)
PUBLIC WORKS	Partnered with RAPRD to provide the ice-rink and spray park operations.
	Utilized County resources for about 40 miles of lane striping services.
	Cooperative agreements with Deschutes County and ODOT for winter maintenance activities.
	Renewed agreements with ODOT to provide traffic signal maintenance on city-owned equipment and sharing of resources for road maintenance activities.
	Performed about 120 hours of street sweeping and herbicide application on approximately 77 acres of ODOT highways and ROWs within City limits.
	Joint use of PW facilities with COIC Cascade East Transit.
	Provided incident response for local, county and state highway closures for vehicle accidents.
	Provided traffic control for the Fire Department, Police Department, and Deschutes County for special events such as the Fishing Derby, police training, and the County Fair.

- 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.

CDD	Increased Building Division operating reserve to 20-months (18-month target).
HR / FINANCE	Completed the annual 5-year rolling forecast to anticipate needs and plan for necessary fee adjustments. Water, Wastewater, Stormwater, Airport, CDD-Building and CDD-Current Planning operations have maintained or improved fund balance over the 5-year period 2015/16 – 2019/20. For the Juniper Golf Course, net operating cash flow is anticipated to be positive from the beginning of 2017/18 through 2019/20.
PUBLIC WORKS	Sufficient revenue generated through utility user fees to meet FY 19/20 budgeted expenditures.

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

CDD	Conducted six meetings involving Permit Technicians and related departments to improve collaboration, plan review process and increasing customer satisfaction. (Building Division)
	Created handouts and “cheat sheets” developed for builders to help ‘final inspection’ process run more predictably and efficiently. (Building Division)
	Created new application and supplemental materials to process business license requests for industrial hemp. (CDD Program Coordinator)
	Significantly updated to the CDD webpages to improve building and planning website navigation. The goal was to streamline information and organization to enable customers to find information easier.
IT / COMMUNICATIONS	Replaced Guest Wi-Fi firewall – new firewall has captive portal, logging capabilities, and allows for the utilization of faster internet connections
PUBLIC WORKS	Fleet Services initiated online satisfaction survey for stakeholders to evaluate efficiency of operations and strategically plan for future needs.
	Implemented online Street Cut permit application process with fillable forms and credit card payment options.
	Industrial Pre-Treatment issued permits to two significant industrial users and is working toward permitting the remaining eight.
	Implemented an online park amenity and sport field reservation system to enable users to view the availability of amenities, request reservations and process payments online.

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

CDD	Made significant progress converting paper documents to digital files using the digital scanner. Hired two interns through the REDI workforce development program who scanned and archived 2,058 permit files contained within 70 boxes of records and building plans. (Building Division)
	Researched new code enforcement software to increase productivity, time management and mobile code enforcement options. (Code Enforcement Division)
	Expedited inspections of design review and landscaping through creation of digital submittal process for builders and contractors; eliminated the need for on-site inspections saving staff time and resources. (Planning Division)
HR / FINANCE	Implemented new utility billing software system. Evaluation of system is ongoing. Goal is to increase staff efficiencies and improve customer experience with access to account information and multiple automated payment methods.
	Conducting a one-year pilot project for budgeting software intended to enhance financial tracking and transparency.
IT / COMMUNICATIONS	Upgraded City’s internet connection to 1Gb – due to increased bandwidth needs of hosted software systems.

	Installed 10Gb backup cards in VMware system – this completes the 10Gb upgrade project for the VMware system.
	Completed Laserfiche system upgrade; system configured according to Oregon Secretary of State standards to allow for electronic record retention.
	Ongoing Email Security Improvements: • Configure distribution groups to accept only internal/organization emails to reduce phishing attack surface • Disable all legacy/basic authentication to cloud accounts and implement Multi-Factor Authentication • Enable on-prem writeback (password policy moved to the cloud and enable remote password resets for staff) • Migrate mobile users to the Outlook iOS app and disable ActiveSync protocols
	Ongoing Network/Systems Security Improvements: • Implement LAPS (Local Admin Password Solution) – removes local administrator access on computers so that only IT staff can install applications (reduces ability for rogue/non-approved applications to be installed) • Remove all Windows server and desktop operating system installations that are no longer supported by Microsoft • Install and configure 2019 Domain Controller and raise domain function to level 2012R2 • Win10 Microsoft Store App Management (remove ability for users to install non-approved/ potentially dangerous apps) • Firewall FirePOWER upgrade • Implement Multi-Factor Authentication for VPN accounts • PDQ Deploy and Inventory – configure systems to automate the management of many application installations, updates and settings, such as: - o Remove unneeded PDF Creator applications (ones that have security issues) - o Automate Java, Firefox, Chrome, Acrobat Reader, etc application updates (keep these apps up to date to reduce potential security risks) - o Automate “wake-up” of computers daily for virus scanning, application updates, etc • Reduce Cyber-attack surface on DMZ servers • Removed FTP service; utilize Microsoft OneDrive for external file sharing • Roll out KnowBe4 Security Awareness training program to all City staff • Upgrade Syslog Server Software & Hardware • Upgrade TrendMicro Officescan Antivirus system to Apex One, an automated threat detection and response system • Website security updates and accessibility fixes • PW Water Plant firewall replacement
	Implemented network management and monitoring systems: • Network Configuration Manager - allows staff to manage configurations, changes and compliance for network devices; improve staff efficiency and network reliability/security • Network Performance Monitor - allows staff to proactively monitor network health; improve staff efficiency by proactively detecting, diagnosing and resolving network performance problems and outages

POLICE	Have activated a drone program comprised of two drones for use in search warrants, search and rescue, emergency situations, and crash scene mapping.
	Expanded use of body cameras by purchasing more cameras and equipment through a Justice Assistance Grant obtained from the U.S. Department of Justice.
	In the process of transitioning to National Testing Network (NTN) for filling open positions. NTN eliminates the need for staff to conduct written and physical testing processes, provides an ongoing hiring list for the department, and will likely lead to an expanded field of applicants.
PUBLIC WORKS	Migrated from old telemetry lines to cellular communications at water pump stations for increased redundancy and resiliency of water infrastructure.
	Updated SCADA system logic at the Forked Horn Butte Pump Station to improve resiliency during power outages.
	Implemented slurry seal treatment for pavement preservation on eight miles of arterial, collector and residential streets.
	Wastewater Division updated the control systems for several lift stations and installed monitoring equipment for pH levels in the received waste stream using digital probes and inductive electrical connections.

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

HR / FINANCE	Conducting a pilot project for enhanced financial tracking and transparency software (through OpenGov).
IT / COMMUNICATIONS	Configured kiosk system for UB self-service payments
	Implementation of Civic Clerk with closed captioning for our meeting web streaming portal.
	Update website portal designed for more mobile friendly access to departmental pages, addition of icon carousel for ease of quick clicks to 'most search/requested' content.
	Established the redmondoregon.gov domain and transition plan.
	Used Facebook, NextDoor and other forms of social media to communicate news and items of interest to the community.
	Conducted 4 th Annual Community Survey of City Services. More than 1,200 responses received.
PUBLIC WORKS	Partnered 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.
	Wastewater Division partnered with the Central Oregon Environmental Center to provide outreach and education programs for middle school students in the Redmond School District. Information also distributed to residents through pamphlets, mailers and the website.

	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.
	Implemented the Water Conservation Rebate Program to educate and incentivize customers that would like the opportunity to save water.
	Implemented online GIS tracking of sanding equipment and snow plows allowing residents to view progress during major events.
	Wastewater Division participated in the Skilled Trades Fair at COCC to encourage interest and employment in Public Works.

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

CDD	Surplused all items in the old City Hall; involved extensive coordination and outreach among City Staff and community (Urban Renewal Division and Public Works).
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- 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.

PUBLIC WORKS	LED street lights installed with new residential development and approximately 100 existing street lights replaced with LED heads.
	Improved fuel efficiency through replacement of aged city fleet vehicles according to replacement guidelines and schedule.

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

CDD	Researched different franchise fee structures to develop methodology to determine annual small wireless facility franchise fee.
HR / FINANCE	Worked with Public Works to develop and implement Parks SDC reimbursement fee.
POLICE	Received a U.S. Department of Justice, Justice Assistance Grant for \$10,575 to purchase additional body cameras and docking station.
	Obtained State grants for speed enforcement (\$4500), seatbelt enforcement (\$5000), and naloxone for opioid overdose treatment (\$3895). A State DUUI grant and Distracted Driving grant are being sought presently.
	Through the sale of the seizure homes, the PD acquired \$158,000 in revenue for drug enforcement, drug abuse prevention, and drug abuse education efforts.
PUBLIC WORKS	Received \$83,000 in revenue from the sale of hay farmed using reclaimed water and biosolids from the Wastewater Treatment Facility.
	Applied the \$300,000 grant from Oregon Parks Department to improvements at Baker Park.

	Completed administration of the \$467,000 Homestead Canal Trail Grant through Connect Oregon VI.
	Updated Parks SDC methodology allowing for a new category of SDC Reimbursement that can be applied to rehabilitation of existing equipment.

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.

CDD	Worked closely with Central Services staff to monitor contingency funds and building fund reserves for Building Codes Administration (Building Division).
HR / FINANCE	Unrestricted fund balance policy adhered to as part of budget process, monitored and reported to City Council on a quarterly basis.
	Examining opportunity to reduce long-term PERS liability through use of State offered PERS side accounts.

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

CDD	Established a contingency fund for over a 20-month reserve by the end of FY 19/20. (Building Division)
HR / FINANCE	In favorable economic conditions, reserves have increased substantially in several areas where revenues are more sensitive to economic downturns (i.e. Airport, CDD-Building).

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.

HR / FINANCE	The City monitors coverage ratios on a quarterly basis. In February 2019, the City's Credit rating was maintained by Moody's at Aa3.
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G. Manage financial affairs in a transparent, responsible and consistent manner.

HR / FINANCE	Conducting a pilot project for enhanced financial tracking and transparency software (OpenGov).
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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.

CDD	Supported staff training to obtain certifications allowing division to run more efficiently and giving opportunities to team members to expand their roles. One inspector obtained Commercial Mechanical and Residential Electrical Inspector certification. Another inspector obtained Commercial Mechanical Inspector certification. (Building Division)
	One staff participated in Leadership Redmond.
	Organized and served as lead presenter at an Oregon Chapter of the American Planning Association (OAPA) Central Oregon Planners Network Meeting on 5G/small wireless facilities.
	One staff attended Strategic Government Resources Servant Leadership Conference.
	Staff received 36-hours of professional development training each through attending the American Association of Code Enforcement and the International Code Council conference. (Code Enforcement Division)
	Two planning staff attended the OAPA Annual Statewide Planning Conference in Eugene; two staff attended OAPA Central Oregon Network Meeting in Madras. (Planning Division)
	Staff attended trainings on: content neutrality for sign codes, project management, State of Oregon land use updates, restoring historic structures, Sketch Up software, Oregon Heritage Conference for Historic Preservation, and natural disaster training and updates. (Planning Division)
HR / FINANCE	Recruited many key positions and received strong interest in most of them, including a new Police Captain. Promoted from within to appoint the first in-house counsel “City Attorney” for the City.
	Employees participated in 40+ courses through COCC focused on technical skills, personal improvement, and leadership development.
	Utilized partner organizations to conduct multiple internal trainings: CIS provided anti-harassment training and Spring Supervisor Training; and Pacific Source provided multiple “navigating your benefits” presentations.
	Provided “Active Shooter” classroom and hands on training to all of City Hall that included live training response from PD.
PUBLIC WORKS	Offered employees training in modern technology and certifications to improve skillsets and value within respective divisions.
	Cooperative efforts of the Wastewater and Transportation Divisions to maintain the Maple Street Bridge; provided opportunity for work diversity and to build relationships across the organization.
	The Wastewater Division initiated dialogue with vocational rehabilitation counselor to offer training opportunities for injured and/or disabled workers through the Oregon Workers Compensation Division Vocational Assistance program.

- ii. Maintain positive, productive and collaborative labor relations.

HR / FINANCE	Worked with both bargaining groups (AFSCME and RPOA) to complete multiple challenging personnel actions.
PUBLIC WORKS	Opened lines of communications through quarterly PW and Airport Joint Advisory Team (JAT) meetings. Provides venue for information sharing, discussion, and resolution of management/employee issues outside of the formal grievance process.

iii. Assure employment contracts are fiscally sustainable.

HR / FINANCE	Completed bargaining a successor CBA for AFSCME (7/2019) and began bargaining a successor RPOA CBA that will go in to effect on 7/2020.
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iv. Emphasize succession planning to maintain the long-term health of the organization.

HR / FINANCE	Internal promotions are balanced with the need to attract outside talent to add new and diverse perspectives. This year we had approximately 40 recruitments, including 7 internally and another 5 from temp/volunteers.
	Conduct Quarterly Managers meetings which comprise of supervisors across the organization for training, leadership discussions, and building their people management skills.
POLICE	Hired a new police captain and a lieutenant position was created to provide additional leadership within the department. The positions increase the availability of experienced and capable employees that are prepared to assume senior roles as they become available.

v. Celebrate staff effort and achievement.

CDD	Eighteen CDD staff received 'Rock Chuck' awards.
	Conducted joint Urban Renewal and Planning Division downtown walking tour to assess respective 'handy work', approvals, projects and to enjoy lunch together.
HR / FINANCE	Monthly (or so) City Manager E-updates to connect and inform employees.
	"You Rock" awards which allows anyone in the organization to provide immediate recognition for a (large or small) accomplishment from a peer or supervisor.
	City Council Employee Spotlights
	6 th Annual Employee Breakfast
	5 th Annual Employee spring barbeque; 2nd pinewood derby competition (won by HR).
	Encouragement of "Kudos" during department wide staff meetings
	Recognize Employee work anniversaries (every 5 th year) through gifts and personalized cards.
	Support environment of staff generated fun such as holiday desk decorating contest and holiday baking contests.

POLICE	The 6 th annual PD awards banquet will be held February 1, 2020, to recognize employees for outstanding work and achievement.
PUBLIC WORKS	Utilized the City's Rock Chuck Award program for employee recognition.
	Created a recognition wall at the Public Works Administration building to display employee achievements, certifications, newsworthy accomplishments, and letters of gratitude from the community.
	Celebrated National Public Works week and hosted employee appreciation barbeques in conjunction with field safety and Division cross-training events.

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.

HR / FINANCE	Continued use of weekly one-on-ones between managers/employees.
	Working Agreements, signed annually by all employees, reflect commitment citywide to be collaborative and open professional behavior for the betterment of the organization and are introduced to city employees during onboarding.
PUBLIC WORKS	Information sharing and coordination between PW divisions accomplished through weekly managers meetings, division team meetings and individual one-on-one's.

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

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

CM / RECORDER	Conduct regular briefings to City Council on current and emerging policy issues.
	Conducted 13 strategic worksessions specifically focused on Council's priority issues related to quality of life/growth-oriented policy issues (among the topics were Tourism, Affordable Housing and Homelessness, Public Safety, 5G, Hemp, and others).
	Transitioned from Granicus to Civic Clerk which will lead to more comprehensive Council briefing packets.

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.

IT / COMMUNICATIONS	Assisted installation of the Centennial Park security camera system.
PUBLIC WORKS	Phase II of coordinated long-term meter change-out program is in-progress to maintain compliance with the Department of Water Resources and ensure water system efficiency. Have replaced 2,268 meters with 3,445 meters remaining.
	Migrating from old telemetry lines to cellular communications at water pump stations for increased redundancy and resiliency of water infrastructure.
	Upgraded outdated Motor Control Center (MCC) at Well #3 site to current technology.
	Street network maintained at target Pavement Condition Index (PCI) of low 80's with a current rating of 82.
	City staff completed ADA upgrades and city-owned curb repairs totaling approximately 60 curb ramps and 4250 feet of curb and gutter.
	Completed annual wastewater collection system repair projects to include 27 cured-in-place repairs made to structural defects.
	Completed planned inspection and maintenance of system catch basins. 1,671 catch basins, 195 sedimentation manholes and 261 UICs were cleaned. An additional 1,922 UICs were inspected.
	Assessment of the wastewater collection system completed to ensure consistency of evaluation and appropriate prioritization of repairs and maintenance.
	Contracted the replacement of 400 feet of sewer mainline and one point-repair to a sewer main.
	Pre-acceptance jetting and CCTV inspection completed on wastewater infrastructure for 11 new subdivisions.
	Updated street signs to comply with High Intensity Prismatic standards.
	Completed upgrade of playground equipment at Kalama Park.

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

ENGINEERING	Annual CIP update incorporates new priorities and adds a new year to the plan. Priorities include an additional water well, improved bicycle infrastructure and intersection improvements.
PUBLIC WORKS	Completed update to the Wastewater Treatment Plant Facility Plan identifying improvements needed to support full build-out of the UGB.

- C. Leverage General Fund revenues by exploring resource development opportunities, grants and other sources of revenue, particularly from private foundations, state and federal government agencies, to address gaps in the City's infrastructure.

PUBLIC WORKS	Administered a \$436,855 grant to provide transit services through CET for the 2019/2021 biennium.
	Received \$330,337 from the federal Surface Transportation Program (STP) administered by ODOT.

	Applied the \$300,000 grant from Oregon Parks Department to improvements at Baker Park.
	Completed administration of the \$467,000 Homestead Canal Trail Grant through Connect Oregon VI.

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

ENGINEERING	Completed South Redmond Water Facility planning along with design, selection of a Construction Manager/General Contractor and start of construction
	Design, bidding and construction start of NW Hemlock improvements between NW 19 th and NW 35 th Streets.
	Design, bidding and construction start of SW Reservoir Drive and SW Wickiup Ave. improvements between SW 35 th and SW 45 th Streets.
	Water transmission improvements including 18" S. Canal Blvd and 24" SW 43 rd St lines.
	Worked with Airport to loop 16" and 12" waterlines to add flow capacity at US Forest Service and other facilities on the north side of the airport.
	Completed SW 15 th St improvements between SW Highland and SW Obsidian providing a needed safe school route.
	Completed street, waterline and curb ramp improvements on SW 10 th , SW 9 th , SW Evergreen and SW 8 th
	Completed design of the 9 th Street industrial arterial between Highway 126 and Airport/Veterans Way including roundabouts at both major intersections.
PUBLIC WORKS	Worked with engineering consultants to complete design of an additional high-pressure booster station to support residential and industrial growth.
	Worked with engineering consultants to complete an updated water model to determine future water infrastructure needs and direct water distribution growth.
	Initiated design procurement for upgrades to the Water Pollution Control Facility (WPCF) based on the updated Facility Plan.
	Completed renovation of Baker Park.

- 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.

CDD	Worked with property owners to encourage partnerships to address gaps in the sidewalk network identified in the ADA Transition Plan. Urban Renewal offers two grant programs to help address accessibility: Fire, Life Safety, & Accessibility Grant Program and the Small Projects Grant Program. Participated in five projects that helped with this goal; \$35,000 of grant funding helped leverage \$370,000 in project investment. (Urban Renewal Division)
ENGINEERING	Evaluating cost sharing options between property owners who are responsible for sidewalk maintenance and the City to complement curb ramp replacement projects and create accessible routes.

PUBLIC WORKS	City staff completed ADA improvements to 60 curb ramps.
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F. Collaborate with ODOT in planning and design for the South US Highway 97 improvement project.

CDD	Completed legislative amendment for City Council to adopt the South US Highway 97 Improvement Project Plan. (Planning Division)
	Initiated and proceeded with study to determine the scope and financial feasibility and support for a new South Highway 97 Urban Renewal District intended provide local match funding for the project. (Urban Renewal Division)
ENGINEERING	Along with CDD, completed a corridor plan accepted by business and property owners, approved by City Council and the Oregon Transportation Commission. Worked with ODOT to pursue funding opportunities at the Federal and State levels along with investigating the formation of an urban renewal district.

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.

CDD	Processed more than 2,000 building permits with a total valuation of \$181,135,334; 369 one- and two-family buildings, 405 multi-family buildings, 78 commercial buildings, and seven manufactured dwellings. (Building Division)
	Conducted and completed approximately 16,000 building inspections. (Building Division)
	Coordinated and served as lead on approximately 90 pre-development meetings involving multiple departments (i.e., planning, engineering, fire, wastewater, water and REDI). Approximately 80% of applicants use this free process to help guide development proposals. (Planning Division)
	Received 240 land use applications. (Planning Division)

- i. Implement business assistance programs based on annual assessment surveys. Work with partners to provide the necessary programs to respond to the needs as resources allow.

CDD	Provided resources and connections to assist start-up businesses. Urban Renewal is currently working with more than two dozen businesses and investors to encourage new development. (Urban Renewal Division)
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- ii. 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.

CDD	Maintained membership and participated in Downtown Business Association and the Redmond Chamber of Commerce. Engaged the Chamber and downtown businesses to participate in the Downtown Parking Task Force. Encouraged Downtown Business Association to pursue regular "First Friday" events. (Urban Renewal Division)
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B. Foster new business and job growth.

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

CDD	Served as a point of contact for the 18 th Redmond Industrial Real Estate Tour; provided information to participants on the Desert Rise property.
	Participated and attended six child care advisory committee meetings to advance regional child care solutions. (Planning Division)
	City Council approved two Enterprise Applications (BasX and I3D).
	Met regularly during the year with REDI and approximately half dozen prospective businesses to leverage programs and resources to attract new investment. (Urban Renewal Division)
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.

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

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 benefit the community through the creation of family-wage jobs.

CDD	Monitored construction project at Radian Weapons to upgrade warehouse building into manufacturing facility as part of a \$1.8 million project. The company is providing 32 new jobs in Redmond. Urban Renewal provided a \$47,500 forgivable construction loan. (Urban Renewal Division)
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- ii. Ensure an adequate supply of planned commercial and industrial land.

CDD	Prepared and coordinated the DSL Urban Growth Boundary (UGB) expansion application; a legislative amendment to adopt the Urban Growth Boundary/Comprehensive Plan Amendment and rezone of the South Redmond Tract to Large Lot Industrial. The South Redmond Tract is a 949-acre expansion of the UGB providing new land for future employment and industrial opportunities. The amendments resulted in a City annexation and rezoning completing a 11-year project. (Planning Division).
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- 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.
	Completed the Wastewater Facility Plan update identifying infrastructure requirements for both commercial and residential needs until 2045.

- iv. Explore opportunities to offset infrastructure costs with state and federal resources.

ENGINEERING	Obtained Immediate Opportunity Fund match for construction of a portion of SW 6th Street to facilitate development of adjacent industrial property.
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- v. Partner with education and workforce institutions to increase access to quality job opportunities.

CDD	Processed 1,727 business licenses. (CDD Project Coordinator)
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- D. 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.

ENGINEERING	Incorporated large lot industrial water needs into planning and design of the S. Redmond Water Facility. Included SW Quarry interchange and 19th Street extension in the Transportation System Plan.
PUBLIC WORKS	Worked with engineering consultants to complete design of an additional high-pressure booster station to support residential and industrial growth to the south.

- E. Support the expansion of educational opportunities.

- i. Strengthen the City's relationship with the Redmond School District, the Redmond Proficiency Academy, Central Oregon Community College, and other educational institutions.

CM / COUNCIL	Working with COCC on vision to expand Redmond campus; guest speaker at RPA regarding general government issues.
PUBLIC WORKS	Tom McCall 3rd grade downtown field trips with equipment demonstrations by Water, Wastewater, & Transportation Divisions.

	Participated in RAPRD's "Touch-a-truck" program at Redmond High School.
	Continued Wastewater outreach/education program through the Central Oregon Environmental Center and Redmond School District for middle school students using classroom education and treatment plant tours with additional information provided through pamphlets, mailers, and website.
	Partnered with Groundwater Solutions Inc. (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.

PUBLIC WORKS	Wastewater Division's participation in the 2019 Skilled Trades Fair at COCC to encourage interest and employment in Public Works.
	Water Division utilized high school interns as seasonal employees during summer operations.

- 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.

HR / FINANCE	This year, the City hosted interns in the Airport, CDD, Finance, City Administration, IT, and PD. Additionally, one intern from last year went on to become a City employee.
PUBLIC WORKS	Water Division utilized high school interns as seasonal employees during summer operations.
	Wastewater Division is working with organizations through the Oregon Workers Compensation Division's Vocational Assistance program to offer internships to injured workers.

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	Received no major findings on annual month-long comprehensive TSA Inspection.
	Partnered with Police Department to hire full-time Airport Law Enforcement Officers which improved response time and decreased police calls for assistance from the Airport.

	Issued and trained 830 new security badge holders; 968 total badge holders currently at airport.
	Implemented new security software program (iAuditor) for all required documented inspections; decreasing process time by 40%.
	Participated in multiple stakeholder forums at Eagle Crest regarding airplane noise and was able to raise their awareness of the role of the Airport in the region and make progress on addressing certain flight patterns associated with noise.
IT / COMMUNICATIONS	Airport Security /IT improvements: - Assisted with security office remodel. - Reviewed Wi-Fi use and implemented recommendations to improve service in departures. - Replaced guest Wi-Fi firewall for improved security and to allow for future service/speed upgrades. - Parking Lot EMV upgrade

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	Negotiated and approved design of: 24,000 FBO Hangar and 7000 FBO office building 30,000 sq. ft corporate hangar - Signed Letter of intent for private 20,000 sq. ft hangar
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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.

AIRPORT	Completed \$8M terminal ramp expansion; resulting in two mainline aircraft parking stalls
	Successfully financed, designed and began work on four projects including: \$14M 42,000 sq. ft Operations Building including a north-side water main loop \$3M 482 stall parking lot expansion \$7M Quick turnaround car rental facility \$200K third TSA lane buildout
	Received Council approval for two new multi-task snow removal vehicles (\$1.3M)

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

AIRPORT	Successfully received \$12M in FAA grants for two projects (SRE building and Ramp Expansion)
	Awarded two (2) state Critical Oregon Airport Relief (COAR) grant totaling \$300K.

HR / FINANCE	Continue providing financial oversight of grants by reviewing/preparing reimbursement requests and reports.
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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.

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

AIRPORT	The Airport hired a dedicated Contracts and Properties Manager to enforce our standardized leasing policy and build relationships with investors and developers.
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- iii. Examine existing plans to determine viability of bringing water, sewer, and other necessary utilities, to undeveloped and unserved airport lands.

AIRPORT	Completed \$650K north-side water main loop to ensure water infrastructure for current and future development projects.
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D. Provide exceptional air service opportunities.

HR / FINANCE	Proactively managed Airlines' Cost per Enplanement (CPE) as part of the budget process.
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- 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	Increased annual enplanements by 12% and exceeded 1M annual passengers.
	Successfully added two new airlines (Allegiant and Sun Country Airlines) and increased our nonstop destinations to 10. Peak season of 30 daily direct flights.
	Added five additional flights to/from RDM (some seasonal).
	Increased aircraft sizes in five of our ten direct markets.

- 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	Applied for a \$600K Small Community Air Service Development Grant through the Department of Transportation for direct service to San Jose. The full package, including local matches, is \$1.1M.
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- iii. Market the airport as an asset to commercial aviation businesses other than passenger carriers.

AIRPORT	Hillsboro Aero flight school increased student pilot enrollment by 100%; now training 200 students annually.
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- iv. Use the Airport terminal and other opportunities to promote City amenities and attractions.

AIRPORT	Increased the customer experience at RDM with a new nursing room, an expedited TSA lane, a credit card parking lot, and new dedicated ramp walkways.
	Completed a new retail concession build-out.

6. COMMUNITY ENHANCEMENT AND PARTICIPATION

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

- A. Improve and beautify City assets through volunteer efforts.

CDD	Coordinated art sculpture “clean-up day” with a group of more than 24-realtors from Windermere Real Estate resulting in cleaning all public art in the City. (CDD Project Coordinator)
	Coordinated with Redmond Proficiency Academy staff and students to repaint the tunnel between Sam Johnson and American Legion Parks. (CDD Project Coordinator)
	Organized with Redmond Proficiency Academy staff and students to paint the electrical box at 5 th St and Evergreen Avenue. (CDD Project Coordinator)
	Historic Landmarks Commission organized and hosted one-day workshop on restoring windows (“Historic Wood Window Workshop”) attended by 24 participants. The workshop enabled consulting with experts who provided key data about restoration of local historic resources. (Long Range Planning)
	Historic Landmarks Commission organized and hosted day-long joint historic preservation training with City of Bend, Deschutes County and City; focused on state historic preservation strategies. (Long Range Planning)
	Historic Landmarks Commission coordinated the Redmond Heritage Walk/Homestead and Canal Tour. Provided an opportunity to learn from local experts and character actors about the vital role the canals played in establishing Redmond and the homestead of Frank and Josephine Redmond, while discovering the City’s newest multi-use trail. (Long Range Planning)
	Met twice with the Redmond Committee for Arts in Public Places to explore implementation of a new mural code. (Planning Division)
PUBLIC WORKS	Hosted Earth Day Dry Canyon Clean-up; week-long series of plantings for Arbor Week with school groups and the public.

B. Improve the quality and amenities of Redmond neighborhoods.

CDD	A suite of code amendments was adopted focused on clarifying code enforcement terminology, streamlining procures for efficiency and improving customer service. (Code Enforcement Division)
	A recreational vehicle habitation nuisance ordinance was adopted to clarify and assist code enforcement with enforcement. (Code Enforcement Division)
	Initiated 2,084 code enforcements/cases and resolved 97.8% of the code violations with voluntary compliance. (Code Enforcement Division)
	Conducted enforcement on 194 business licenses to assist the Program Coordinator with compliance. (Code Enforcement Division)
	Updated Frequently Asked Questions on City's webpage. (Code Enforcement Division)
	Bicycle Pedestrian Advisory Committee organized and hosted second annual 'Open Street Fair' on Deschutes Avenue in conjunction with the Redmond Street Fair. Event highlighted 'green zones', pedestrian connectivity, mobility and safety and was attended by over 400 people. (Long Range Planning)
PUBLIC WORKS	Wastewater lift stations upgraded to cedar fences to blend within residential neighborhoods.
	Kalama and Baker Park have improved amenities to serve the surrounding neighborhoods.

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.

CDD	Participated in nine monthly meetings with the Central Oregon Builders Association (COBA) to discuss building and planning permit activities and opportunities for improvement and better coordination. (Building Division)
	Presented to the COBA regional membership on specific Redmond growth challenges, infrastructure projects and building activity. (Building Division)
	Conducted three Nuisance Appeals Board hearings to resolve three appeals of code enforcement citations and fines. (Code Enforcement Division)
	Hosted two informational meetings regarding City housing trends and permit activity for the Central Oregon Association of Realtors.
	Four staff participated in the annual Made in Redmond Tour.
	Installed digital display board in front of the CDD office entrance to highlight pertinent information and services.
	Coordinated a Fire Department Ride Along and field test with Redmond Fire District assessing street emergency access and width. Said coordination is useful for increasing joint communicate about new development plans and any deficiencies. (Planning Division)

	Organized and conducted meeting between the Planning Commission and Airport staff to better understand FAA regulations and the noise contour overlays as it relates to the Airport Master Plan and land use planning. (Planning Division)
	Developed comprehensive 'visualization'/computer simulation for Skyline Village concept (i.e., affordable housing Pilot Project). The visualization was used to educate and engage community, stakeholders and elected officials at four meetings. (Planning Division)
CM / COMMUNICATIONS	Completed 4 th Annual Community Survey regarding City Services. 5 th survey to be issued in early summer 2020. Approximately 1,200 surveys received.
PUBLIC WORKS	Implemented a new user-friendly mobile version of Aquahawk to reduce water leaks and promote water conservation. Currently have 822 registered users.
	Partnered with Groundwater Solutions Inc. (GSI) to advance the requirements of the Water Management Conservation Plan to include public outreach and classroom curriculum.
	Social Media and online survey used to involve residents in the planning of the proposed Quartz Park.

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

CM / COUNCIL	Distributed annual letters of appreciation from Mayor and CM to all committee/commission members. Conducted 5 th Annual Volunteer Celebration/Anti-Harassment training. Ethics training to occur committee by committee.
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- iii. Provide appropriate staffing and resources for the City's committee/commission structure.

CITYWIDE	Provided staff management of 11 standing committees/commissions.
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.

CDD	Installed 18 art pieces via Art Around the Clock (on loan program). (CDD Program Coordinator)
	Received 2 art donations from Art Around the Clock. (CDD Program Coordinator)
	Installed art piece from Central Oregon Winterfest at City Hall. (CDD Program Coordinator)
	Collaborated with Cascades East Transit (CET) on installing signs at the transit hub regarding video surveillance. (CDD Program Coordinator)
PUBLIC WORKS	Coordinated with RCAPP for installation of artwork in City ROW and parks.
	Coordinated with RCAPP to partner with students on project to paint traffic signal control boxes at three intersections along Business 97.

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

ENGINEERING	Completed the Homestead Canal Trail between NW Maple and SW Salmon including the Dogwood/4th Quiet Street with a link to the Dry Canyon along SW Deschutes Avenue Quiet Street. Planned for additional connections between the Dry Canyon and Homestead Canal trails on NW Quince and NW Dogwood.
PUBLIC WORKS	The Wastewater Division planted skyrocket juniper trees along the Dry Canyon Trail adjacent to the Water Pollution Control Facility to enhance the experience of using the Trail. Sealed composite manhole covers were also installed along the trail to limit possible offensive odors and make the trail more enjoyable.
	Completed construction of the Homestead Canal Trail Phase II and installed additional amenities at the Bike Pump Track.
	Installed wayfinding signage along the Homestead Canal Trail and the Dry Canyon Trail.

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

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

CDD	Collaborated with Public Works to revise the parade route to make parades safer for the spectators and participants. (CDD Program Coordinator)
	Processed 42 special event permits and 4 parade permits. (CDD Program Coordinator)
PUBLIC WORKS	Partnered with RAPRD to provide for ice rink and spray park operations.

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.

CDD	Conducted research, prepared materials for two Council work sessions, and processed legislative amendment for Council to adopt small wireless facilities (i.e., 5G) regulations.
	Conducted research, prepared materials for Council work session, and processed legislative amendment for Council to adopt code amendments to regulate industrial hemp.
	Researched different sidewalk funding models that city governments use. (CDD Program Specialist)
	Completed the State required Housing Needs Analysis (HNA) and Buildable Lands Inventory. Applied for and received a grant project to complete the HNA which required public outreach with stakeholders, particularly COBA and COAR. The Planning Commission, serving as the Project Advisory Committee, conducted 7 meetings and two open houses. The HNA has been forwarded to the Land Conservation and Development Commission for acknowledgment. (Planning Division)

	Initiated State mandated Economic Opportunities Analysis (EOA). Prepared an RFP and completed the process to hire the selected consultant. The EOA is the backbone of the mandated economic development plans for the community. (Planning Division)
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- 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.

B. Support orderly annexation from Urban Growth Boundary.

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

CDD	Substantial progress made on the Comprehensive Plan Update 2040. Public outreach and involvement centered on: a) creation of 2040 homepage; 2) deploying a booth and table top exercises at 5 community events engaging over 600 individuals, who provide 91 citizen survey responses and 69 community map pins (with 32 additional pin comments); 3) conducting 22 community conversations/focus groups with a variety of groups; 4) organizing and hosting a Comprehensive Plan Summit focused on land use; and 5) leading two technical advisory and steering committee meetings. (Planning Division)
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D. Work with partners on Emergency Management and Preparedness.

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.

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

POLICE	Participated in the multi-agency planning and execution of a mass casualty exercise at the airport in October 2019.
	In September 2019, City Hall staff and the PD conducted/participated in an active shooter drill at City Hall to enhance employees' preparedness level should such an event occur.

- ii. Participate in Cascadia related emergency planning and preparedness.

PUBLIC WORKS	Contributed information to Emergency Fuel Plan update and participated in Emergency Preparedness trainings and meetings.
	Awarded a diesel fuel tank through the State Preparedness and Incident Response Equipment (SPIRE) grant program to aid in continuity of operations during disasters.

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

CDD	Conducted analysis and impacts of HB2001 (Missing Middle Housing) and HB 2003 (Housing Needs Analysis) and presented results to Council.
	Completed award of \$450,000 in CDBG funds to HousingWorks to acquire land for the development of a 48-unit affordable housing project.
	Received Council approval and began recruitment for a full-time FTE focused on housing policies and initiatives.

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.

CDD	Tracked three House Bills through session to monitor possible impacts to building codes. (Building Division)
	Testified in Salem in support of HB2336 (Affordable Housing Pilot Project); HB2336 awarded the Pilot Project to City.
	Organized 4079 Committee (Skyline Village) to advise on Pilot Project located on 40-acres in NE Redmond. Committee roster is a mix of local, business and regional representatives.
	Gained the successful donation of 40-acres from Deschutes County for the Skyline Village Affordable Housing Project. Completion of the agreement involved two joint meetings between the County Board of Commissioners and Council.
CM / COUNCIL	Participated in monthly COCO meetings and various LOC, OMA events.

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

CDD	Received '2019 Big Chain Ring Award' from the Deschutes County Bicycle and Pedestrian Advisory Committee for Excellence in Planning. (Long Range Planning)
COUNCIL	Redmond City Council in Leadership position on the National League of Cities Transportation/Infrastructure committee; as well as the League of Oregon Cities and Oregon Mayors Association.

	Conducted quarterly monthly meetings with the Deschutes County Board of Commissioners.
CM	Participated in quarterly forums managed by COIC which includes all regional City and County Administrators to discuss strategic issues (transit, homelessness, affordable housing, and general service delivery).
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.

PUBLIC WORKS	Continued partnerships with RAPRD to provide park programming and ice rink activities. The City assumed responsibility to manage and administer reservations for City owned park amenities and ballfields.
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- ii. Examine opportunities to create a stronger connection between Fairground activities and Redmond.

PUBLIC WORKS	Provided traffic control for Deschutes County Fair & Rodeo and other special events as requested.
	Provided herbicide control at Fair and Expo parking areas in partnership with County's vegetation manager.

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

CDD	Participated on the Deschutes Emergency Mitigation Plan group that met once. (Planning Division)
	Participated on the Central Oregon Regional Emergency Services Training and Coordination Center (RESTCC) committee and met 6 times. The Center is to be located near the Redmond Airport, and is envisioned as a dedicated, multi-agency coordination center for emergency operations to address and enhance local, state and federal safety issues. (Planning Division)
POLICE	Continue to participate in the preliminary planning of the multi-agency Regional Training Center project.
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, and Oregon Water Utilities.

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

AIRPORT	Airport Director sits on the Board of Directors for Central Oregon Visitors Association
	Airport Security Manager is current President of the Oregon Airport Manager's Association
CDD	Staff served on statewide Urban Renewal Committee through the Oregon Economic Development Association. (Urban Renewal Division)
	Staff served as the OAPA Treasurer and on the Board of Directors. (Planning Division)

- 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.

CDD	Presented to Leadership Redmond regarding 1) Redmond's art program, and 2) Comprehensive Planning, Master Planning, and Planning Division functions. (CDD Project Coordinator)
	Advised City of Sisters, Sisters Art Association on Redmond's art programs, assisting them on creating their own art committee. (CDD Project Coordinator)
	Presented to Leadership Redmond on the City's Comprehensive Plan, Master Plan Developments, Great Neighborhood Principles and development review. (Planning Division)
IT / COMMUNICATIONS	Established new headquarters and showcase area for the Greater Redmond Historical Society at newly renovated train depot building. Created custom display cases, installed electronic display equipment, purchased and configured a new computer system, scanner, and printer. Upgraded historic archiving and inventory system PastPerfect and pursued standardization future archiving protocols for collection.

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

PUBLIC WORKS	Member of Central Oregon Cities Organization Water sub-group.
	Membership and active involvement with the Pacific Northwest Clean Water Association 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.

ENGINEERING	Along with CDD, completed a corridor plan accepted by business and property owners, approved by City Council and the Oregon Transportation Commission. Worked with ODOT to pursue funding opportunities at the Federal and State levels along with investigating the formation of an urban renewal district.
PUBLIC WORKS	Participant in ODOT sponsored Integrated Corridor Management Working group.

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

CDD	Completed and submitted Regionally Significant Industrial Site (RSIS) application for Business Oregon, gathering and synthesizing data from many different departments and groups including Planning, Engineering, REDI and more. If approved, the designation would allow for reimbursement of infrastructure and planning costs associated with the recently annexed and designated Large Lot Industrial properties/South Redmond Tract. (CDD Program Specialist)
	Co-hosted meeting with six industry representatives to evaluate and explore incentives as part of “re-designating” the City’s Enterprise Zone in 2020. As part of the re-designation process CDD Permit Technicians coordinated with Redmond Economic Development Inc. to determine and evaluate the use and success of the different incentives offered.
	Hired part-time Housing Coordinator to administer the Community Development Block Grant (CDBG) funds, projects and deliverables. Housing Coordinator successfully: 1) monitored reporting requirements for approximately six existing CDBG projects; 2) updated the CDBG Consolidated Plan through managing required public participation, hosting one open house and conducting a survey; and 3) staffed the Housing and Community Development Committee to evaluate proposals in awarding CDBG funds (approximately \$200,000 was available). CDBG funds were awarded to four projects: a) Habitat for Humanity, b) Senior Center, c) Central Oregon Veterans Organization, and d) THRIVE. (CDD Housing Coordinator)

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.

CDD	Staff upgraded four program applications to improve efficiency, better protect resources, and provide ease of access to customers. (Urban Renewal Division)
HR / FINANCE	Financial dashboard presented to DURAC on a semi-annual basis.

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

CDD	Continued to work to match property owners and businesses to fill vacant spaces to diversify commercial mix and make productive use of land. Partnered on 27 grants and loans funding \$187,000 in grants and loans. The funding leveraged over \$979,000 in project investment helping result in the opening of 19 new businesses downtown. (Urban Renewal Division)
	Convened the Downtown Parking Task Force to prioritize recommendations to be used as a future action plan. The Task Force is comprised of DURAC members, representatives from the downtown business community & Chamber of Commerce and provides members the continued opportunity to share and learn parking related information. (Urban Renewal Division)
	Urban Renewal purchased a vacant lot at Evergreen Avenue and 4 th Street. The plan is to convert the property to a 30+ stall surface parking lot. Adding parking to the downtown core is key to encouraging further private investment. (Urban Renewal Division)

- i. Complete the expansion of Centennial Park.

CDD	In partnership with the Parks Department, completed construction of Centennial Park to provide open space in the commercial core of the city. (Urban Renewal Division)
PUBLIC WORKS	Completed the construction of the Centennial Park expansion.

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

CDD	A partnership to redevelop the site could not be secured. Urban Renewal worked with DURAC to proceed with a plan to build a new public parking lot on the site. Design is underway and the lot is scheduled to be completed by the end of 2020. (Urban Renewal Division)
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- iii. Advance initiatives in the Medical District and Mid-Town area.

CDD	Advanced three housing developments in the Medical District and Midtown areas. Midtown Place will be a 47-unit workforce housing development constructed by Housing Works at 5 th Street and Greenwood Avenue. Kingwood Apartments will be a 26-unit apartment building developed at 6 th Street and Kingwood Avenue. Urban Renewal is also partnering with a property owner on 4 th Street to redevelop two lots into a 20-unit apartment building. (Urban Renewal Division)
	Financed a construction loan for the Central Oregon Medical Specialists Building on Larch Avenue in the Medical District. The building, to be completed in 2020, will expand square footage, add jobs, tax revenue, and help retain anchor building tenant The Center. (Urban Renewal Division)
	Leveraged multiple programs for the establishment and opening of Initiative Brewing. The project was the conversion of an office building into a brew pub and restaurant on 5 th Street. The business has helped create more activity in the Midtown area. (Urban Renewal Division)

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

CDD	Grant funded match dollars for public sidewalk improvements with two private property owners on 4 th Street. The improved infrastructure adds value to the properties. (Urban Renewal Division)
	Partnered with the Parks Division and the Bicycle Pedestrian Advisory Committee to construct a section of the Homestead Canal Trail and the Deschutes Avenue Quiet Street connecting downtown with the Dry Canyon. Both projects provide bicycle and pedestrian connectivity in the downtown area, the Medical District, and the Dry Canyon. Improved connections of the bicycle and pedestrian network creates better access to our commercial core for people utilizing different transportation modes. Bringing more customers to downtown has positive economic impact. (Urban Renewal Division)
	Purchased a vacant lot at Evergreen Avenue and 4 th Street. The plan is to convert the property to a 30+ stall surface parking lot. Adding parking to the downtown core is key to encouraging further private investment. (Urban Renewal Division)

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

CDD	Leveraged programs and complete the \$12M renovation of the Historic Redmond Hotel, and the increase of 49 hotel rooms to the downtown. The property is estimated to bring \$3.1 million in new investment in downtown Redmond during the first year of operation. (Urban Renewal Division)
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City Manager Keith Witcosky reviewed the following Strategic Policy/Project Topics for 2020/2021:

- Active Duty Recognition Project – In Progress
- Affordable Housing (Financial Tools) and Homlessness
- Affordable Housing Pilot Project (Skyline Village) – Multiyear Project
- Airport Terminal Expansion Project – Multiyear Project (completion 2024/2025)
- Budget Committee Meeting #1 & #2 – April 23 and 30, 2020
- Childcare/Daycare (Fee waivers, tools to encourage, etc.) – Ongoing/Housing Pilot Project
- Community Campaign “Be Neighborly Redmond” – Early spring 2020
- Community Gardens (Integrate into Affordable Housing Pilot Project)
- CVB Strategic Plan
- Diversity/Equity/Inclusion – Annual Welcoming Cities Proclamation and Hate Crime Proclamation
- Enterprise Zone Policy Update – April 2020
- Juniper Event Pavilion Feasibility (Go/No-Go) – January/February 2021
- Livability Related Codes (purpose, enforcement, etc.) – Spring 2020
- Neighborhood Commercial Development – April 2020
- Police Department Year in Review – February 18, 2020
- Retail Marijuana (THC) – To Be Determined
 - o Hemp Processing Eligibility in the M1 Zone (currently in the M2 Zone) – Spring
- Sign Code Update – To Be Determined
- South Highway 97 (funding and urban renewal) – Ongoing
- Vision 2040 (Comprehensive Plan Adoption) – Fall 2020
- Transit Planning/Transit Funding – Summer 2020
- Wastewater Treatment Plant Update – Multiyear project (completion 2022/2023)

Based on the Council initiatives and policy priorities listed above, staff proposes the following Council goals for FY 20/21:

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 balance staffing needs in proportion to population growth.
 - 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.
 - iii. Pursue opportunities to educate and partner with the community to enhance safety.
 - iv. Provide City water and wastewater operations to meet or exceed public health standards.
- 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 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.
 - ii. Ensure the City can remain healthy during downturns in the economy.
- 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.
- 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 position the City to accommodate growth.

- 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 disabled community and the general public.

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.

- 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.
 - 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.
 - 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.
 - v. Partner with education and workforce institutions to increase access to quality job opportunities.
- 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.
- 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.
 - 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.
- 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.
- 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 a sense of 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 public participation.
 - ii. Recognize and celebrate the work of the volunteers who serve on City committees and commissions.
 - iii. Provide appropriate staffing and resources for the City's committee/commission structure.
 - iv. Celebrate the diversity of our community through Committees and Commissions
- D. Beautify and improve the major transportation corridors within the city.
- E. Plan, promote and develop bicycle and pedestrian facilities.
- F. Strive for an interconnected community of parks and open spaces.
 - i. Collaborate with community partners to ensure Redmond residents have access to parks and open space amenities.

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.
- B. Support orderly annexation from Urban Growth Boundary.
- C. Update Transportation System Plan and associated plans that advance the City's long-term development goals.
- D. 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.
- E. Identify housing objectives, policies, and implementation strategies to diversify the range of housing choices.

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.
- 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 a stronger connection between Fairground activities 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 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.

- 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 develop a corridor improvement plan and evaluate mechanisms to plan, prioritize and fund regional transportation system improvements to the US 97 corridor.
- 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.
- 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
 - i. Select a private developer and begin to move forward on the redevelopment of the Old City Hall site.
 - ii. Advance initiatives in the Medical District and Mid-Town area.
- 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.
- 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.

There being no further business, the workshop was adjourned at 7:52 p.m.

Prepared by Kelly Morse, City Recorder

APPROVED by the City Council and SIGNED by the Mayor this 11th day of February 2020.

/s/ George Endicott
George Endicott, Mayor

ATTEST:

/s/ Kelly Morse
Kelly Morse, City Recorder