

**SPECIAL P.M. CITY COUNCIL WORKSHOP OF THE CITY OF REDMOND WAS HELD FEBRUARY 4, 2014, IN CONFERENCE ROOM A AT CITY HALL.**

**COUNCIL MEMBERS PRESENT:** Tory Allman – Joe Centanni – George Endicott – Camden King – Ginny McPherson – Jay Patrick

**COUNCIL MEMBERS EXCUSED:** Ed Onimus

**STAFF PRESENT:** City Manager Keith Witcosky – Assistant City Manager Sharon Harris – Interim Airport Director Bob Noble – Police Chief Dave Tarbet – Public Works Director Bill Duerden – City Engineer Mike Caccavano – City Recorder Kelly Morse – Community Development Director Heather Richards – CIS Administrator Sheri Cleveland – Finance/Budget Manager Jason Neff

**MEDIA PRESENT:** None

Mayor Endicott called the workshop to order at 6:30 p.m.

**CITY COUNCIL GOAL SETTING**

A. Review of FY 2013/2014 Council Goal Achievements to Date (Exhibit 1)

The Council and staff reviewed the status of the fiscal year (FY) 2013/2014 Council goals. Achievements are 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. Provides critical and necessary Police services to the City by investigating crime and accidents, arresting law violators, addressing traffic issues through enforcement and educational efforts.

POLICE	Police services are being provided. Overall, there has been a reduction of over 200 property crimes (theft & burglary) in the last year (2012 FBI UCR Reports) and a decrease in calls for service.
	Despite staffing shortages, officers continue to respond to all calls for service and have reduced the overall response time to priority incidents. Vehicle replacement program is progressing as scheduled and the patrol fleet is equipped adequately.

- ii. Provide the quality of the City water and wastewater operations to the extent necessary to meet public health standards.

PW	Services provided within permit parameters.
	Upgraded the Supervisory Control and Data Acquisition (SCADA) equipment for the collection system lift stations.
	Completed the FY13/14 sewer repairs identified in the Integrated Capital Maintenance Plan.
	Completed upgrades to Well #4 ensuring continued delivery of water at acceptable pressures.
	Completed re-lining of Reservoirs #4 & #5 with costs offset through successful settlement.

	Continued update to the chlorine injection systems.
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B. Increase the efficiency and/or effectiveness with which the City provides public services.

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

CDD	Shared contract with Deschutes County for Accela software transition – training and implementation; contract with Housing Works to administer Neigh. Stabilization Program3 grant program.
PW	Continued participation in Central Oregon Public Works Partnership organization.
	Pursuing the use of lab services through the City of Bend to reduce lab analysis costs for wastewater operations.
	Participating in software user groups training with the City of Bend.
	Utilized county resources to provide chip seal services.

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

FINANCE	Golf Fund is anticipated to increase operating profit in FY13/14 (Projected between \$70-\$100k); Contributing more to debt service than the FY12/13
PW	Sufficient revenue generated through utility user fees to meet FY13/14 budgeted expenditures.

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

CM	Led a stakeholder committee process which established improvements and enhancements to the City’s Special Event Permitting process. Changes to be codified and memorialized in 3Q for FY 2013/14.
ADMIN	Currently evaluating traffic flow in Utility Billing (UB). This data will be used to recommend ideal customer oriented lobby hours.
	Established informal focus group of property owners/managers to receive feedback on the implementation of the changes in water billing process.
PW	Participated in the review of the Public Assembly/Special Events Permit process.

- iv. Maintain employment contracts that are competitive and fiscally sustainable.

ADMIN	AFSCME (expires July 1, 2016) and RPOA (expires July 1, 2016) contracts are negotiated and fiscally sustainable.
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- v. Continue to seek and achieve efficiencies through the acquisition and implementation of new technologies.

ADMIN	Increased integration of iPads to improve access to information and improve communication efficiency.
	Security camera installed in UB/CDD lobby.

	Monitor in UB/CDD to be installed to convey strategic City oriented messages (March 2014)
CDD	New permitting, tracking and database management software that is GIS compatible.
POLICE	To be completed March/April 2014 to measure the previous year's statistical crime data at the camera locations.
	During Fiscal Year 2013/2014, an additional \$50k has been reserved for the multi-agency radio system upgrade, bringing the total amount reserved for the system to \$150k. The actual cost may be paid through a levy or bond for Deschutes County depending on the total cost and taxpayer support in the future. Estimated timeframe for actual upgrade to begin is 2-4 years.
PW	Implemented virtual project management software to manage documents, communications, and submittals for construction projects.
	Implemented use of iPads for construction field notes and photo documentation.
	Implemented online bid document distribution.
	Pursuing new probe and analyzer for use in the Wastewater Treatment Plant in order to improve process knowledge and reduce the need for in-house lab analysis.
	Upgrades completed to the automated water meter reading system improving data collection and laying groundwork to provide customer interactivity.
	Upgraded Cross Connection Control Program software improving notification process and data entry.

- vi. 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.

PW/RDM	Coordinating with selected Service Contractor to complete energy efficiency audits of facilities and select projects for implementation.
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- vii. Ensure that long term service contracts are competitive by re-bidding at least every 5 years.

RDM	Working on 5-year agreements with air carriers
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C. Explore opportunities to augment revenues to support existing operations.

- i. Continue to explore opportunities for the creation of a permanent revenue source to support infrastructure maintenance

PW	Established an independent Stormwater Utility and associated user fee.
	Received \$77,000 in revenue from the sale of hay and alfalfa farmed using reclaimed water from the Wastewater Treatment Facility.

- ii. Aggressively seek grant funding offered through various state and federal programs.

CDD	HUD Community Development Block Grant Entitlement program = approximately \$180,000 annually; Oregon Park and Recreation Department Grant = \$210,000 for Sam Johnson Park Improvement Project; HUD Neighborhood Stabilization Program 3 = approximately \$500,000 for homeownership projects.
POLICE	Generally, grant funding is gradually decreasing or disappearing for law enforcement agencies. Smaller grants have been sought and obtained to include; JAG grant for \$10k, DUII grant for \$8k, and technology grant for e-citations and e-crash reporting in the amount of \$49k.
PW	\$347,736 grant received to provide for transit services for the 2013/15 biennium
	\$310,509 received through the Surface Transportation Program
	Bike/Ped projects submitted for “Enhance It” and for <i>ConnectOregon V</i> funding
RDM	Leveraged several FAA grants to upgrade vehicle inventory (snow plow) and capital improvements.
	Submitted <i>ConnectV</i> grant to help pay for a two-year runway rehabilitation project. FAA grant will also be submitted.
	Secured FAA grant for Wildlife Hazard management.
	Obtained sustainability grant to enhance capital operational efficiencies of the facility.

D. Maintain sufficient fund balance/reserves in the General Operating Funds and enterprise funds to accommodate cyclical cash flows as well as a reasonable contingency for unexpected fiscal liabilities.

i. Strive to maintain a 60 day operating contingency in each operating fund.

FINANCE	FY13/14 Budget established 60 days of contingency 60% of operating funds. 100% of operating funds have contingencies at 47 days or greater.
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ii. For the beginning of each Fiscal Year, strive to maintain an unrestricted fund balance (Assigned and Unassigned fund balances per GASB 54) for the General Operating Funds equal to at least 30% of total operating expenditures

FINANCE	FY12/13 – FY13/14 – General Operating Funds unrestricted fund balance relative to operating expenditures is in excess of 55%
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iii. Strive to maintain a ratio goal of 1.25 for revenue to debt.

FINANCE	FY12/13 – General Operating 2.13, Water 2.83, Wastewater 1.24, Airport 1.18 FY 13/14 Projection – General Operating 4.42, Water 2.98, Wastewater 1.40, Airport 0.95
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E. Prioritize municipal services to match community needs and desires with available funding.

FINANCE	Operating funds continue to either surplus or have small deficits. All funds are stable. In light of assessed value growth, a significant process to prioritize needs and desires is occurring at the staff level and will be brought to Council for consideration as part of the FY14/15 budget process
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F. City to take necessary actions to enhance and maintain the credit rating of the City and its affiliated entities.

FINANCE	The City's various credit ratings have either increased or remained stable over the past 5 years. This is a result of being fiscally conservative in all aspects of the City government.
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- G. Adhere to sound fiscal and financial policies ensure that the City can weather any downturn in the national economy and can manage its financial affairs in a transparent, responsible and consistent manner.

FINANCE	Fiscal conservatism allows the City to exceed most policy guidelines. A 5 year model is utilized annually to plan for cost increases and economic downturns.
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**2. PRESERVE AND ENHANCE THE CITY'S INFRASTRUCTURE**

**Preserve and enhance the City's infrastructure to position the City for future growth.**

- A. Ensure that the City's roads, utility infrastructure, parks and pedestrian/bicycle infrastructure is adequately maintained.

POLICE	To be completed March/April 2014 to measure the previous year's statistical crime data at the camera locations.
PW	Street network maintained at target Pavement Condition Index (PCI).
	Meeting schedule to replace street signs in compliance with Federal Highway Administration standards for retro-reflectivity and breakaway sign supports.
	Wastewater completed 5-year effort to perform video inspection of the entire collection system.
	Completed replacement and upgrade of key components within the Wastewater Treatment Plant.
	Coordinated with Kirby Nagelhout to complete Centennial Park repairs.
	Completed annual Stormwater Catch Basin Repair project.

- B. City shall maintain a 5- year Capital Improvement Program which is maintained and updated annually through a public process.

PW	Enhanced the 5-year Integrated Capital Maintenance Plan providing for improved interaction between utilities and display using GIS mapping technology. Improvements will aid in review and presentation by City leadership through the budget process.
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- C. Continue to move forward on the development of City Hall in the Old Redmond Union High School (Evergreen Elementary School).

CDD	Managing costs and expenditures to maintain this facility. Also exploring redevelopment opportunities for City Hall with potential co-tenants with other public agencies. Decision to be put before City Council as part of the 2014/15 budget process.
FINANCE	Maintaining the City's credit rating, matching General Operating Funds expenditures to revenues and utilizing a 5 year model to position for this investment

- D. Explore new revenues, particularly from the State and Federal government sources, to correct existing deficiencies in the City's transportation and utility infrastructure, to offset the need to utilize General Fund revenues

- E. Continue to develop the City's backbone infrastructure to the extent economic conditions permit pursuant to the priorities identified in the City's infrastructure systems plans.

PW	Completed 6 <sup>th</sup> Street reconstruction and water/stormwater improvements.
	Completed Yew and Wickiup Ave. improvements.
	Completed Phase 3 of the NW 9 <sup>th</sup> /10 <sup>th</sup> Street water line replacement project.
	Timber Avenue Water Transmission Main replacement project in progress.
	Design in progress for several waterline replacement projects.
	Master Plan updates in progress for the Water, Wastewater Collections and Wastewater Treatment systems.
	Continued coordination with COID and Oregon Water Resources Department to manage existing water rights such that the City is in best possible position to support future growth.

- F. Continue to renovate City facilities and infrastructure to ADA standards through a prioritized ADA Transition Plan. Ensure that plan development and implementation is facilitated in cooperation and with input from the disabled community and the general public.

PW	Finalizing ADA Transition Plan with Redmond Bicycle and Pedestrian Advisory Committee.
	Survey developed to obtain public input on city walkability.
	Completed approximately \$550,000 in infrastructure improvements addressing accessibility issues.

- G. Continue to assist ODOT in planning and designing the second phase of the US Highway 97 reroute and implementation of the TRIP 97 corridor planning process.

CM	Participated with Trip 97 Steering Committee and newly created Steering Committee for next steps on South US 97 project with ODOT and other partners.
CDD	Participated on the TRIP 97 Project Management Team. Developed collaborative partnership with ODOT to design and engineer a South US 97 Improvement Project in lieu of a Reroute Phase II project.
PW	Partnership established between City, ODOT and Advisory Committee to address shared interests along South Hwy 97 corridor.

### **3. ECONOMIC DEVELOPMENT**

**Encourage economic development by continuing to utilize business location incentives, ensuring an adequate supply of planned industrial, commercial and residential land, and supporting workforce development programs.**

- A. Work to sustain existing jobs and attract new jobs to the City of Redmond.
- i. Encourage the creation of local small business

CDD	Development of new Home Occupation standards.
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- ii. Stimulate and accelerate the development of Airport Property.

RDM	Establishing Rules/Regulations, Lease Policies and Minimum Standards for use of airport property.
	Participating with Airport Commission and REDI on a business survey which will provide guidance on how RDM can help enhance the business environment for aviation/aeronautical related partners.

- iii. Implement programs to assist existing business.

CDD	Administration of Microenterprise Network.
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B. Work to attract larger employers that provide family wage jobs into Redmond.

- i. Work with REDI and EDCO to facilitate new business relocation to Redmond.

CDD	Facilitated an Enterprise Zone application and a Conditional Use Permit for BasX.
FINANCE	Annual financial commitment/support from General Fund was increased from FY12/13 to FY13/14

- ii. Continue to support Large Lot Industrial Site efforts in Central Oregon.

CDD	REOA, 200+ acre site selection; complete the multi-year effort to rezone the 465-acre East Redmond Industrial site.
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C. Maintain Redmond’s reputation as “the place to do business in Central Oregon.”

- i. Continue to improve development customer service by coordinating City department programs and policies as one cohesive product.

CDD	Transition to Accela, e-permitting program; Develop “Development Services” handouts for the front counter.
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D. Support the expansion of educational opportunities.

- i. Continue to strengthen the City’s relationship with Redmond educational institutions including the Redmond School District and the Central Oregon Community College.

CDD	Implementation of Youth Commission Liaison.
CM	Convened joint meeting of Redmond City Council and Redmond School Board.

- ii. Support the expansion, relocation and/or creation of new institutions of higher education (four year and above) into the Central Oregon region.

CM	Commenced discussions with COCC to explore potential for expanded presence at their campus near RDM.
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E. Encourage utilities to provide adequate facilities for economic development.

**4. COMMUNITY ENHANCEMENT**

**Create an image and identity that generates a sense of community pride, ensuring the high quality of life and safety of our citizens, attracting new residents and businesses and facilitating their success and safety as well.**

A. Improve and beautify City facilities through volunteer efforts.

CDD	Annual planting of downtown and Centennial Park - Bridge Church; Annual Planting of Eastern Y – City Center Church.
PW	Volunteer support for re-sod of Hathaway Overlook, Dry Canyon pedestrian tunnel mural, Earth Day clean-up and painting of park amenities (benches, picnic tables, etc.).

B. Maintain the quality of Redmond neighborhoods

CDD	Administration of Code Compliance Program; Initiation of Redmond Community Revitalization Action Plan.
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C. Support the City Commissions

CDD	Provided administrative, content and other public participation support for five commissions, four project advisory committees, totaling approximately 100 volunteers who meet monthly.
FINANCE	Continued support for the Golf Commission.
PW	Continued support for the Parks Commission.

D. Continue to develop new and better ways for public outreach.

CDD	Administration of RCAPP Facebook Page.
CM	Active use of social media such as Twitter and Facebook to engage citizens in the decision making process and inform them of notable accomplishments and events.
	Feb./March 2014: Launch comprehensive new website which is user friendly and provides improvements, information access and role of the City.
POLICE	The RDC Safety Subcommittee has developed an outline to help coordinate future services. At present, the committee is waiting for opportunity to further develop the outline and enlist participation of other organizations. RPD has partnered with Bend PD for a Crises Intervention Training grant that will pay for a multi-agency coordinator to enhance the program.
	Lt. Knight is working closely with Epic Property Management (Housing Works' property management company) and setting up training this spring to train apartment complex managers on the program. The intent of the program is to target harden and reduce crime in multi-housing units.
	SROs are providing educational presentations in the High Schools for driver education, conflict resolution, and other topics. Career exploration is of particular importance because students actually shadow officers on patrol for a day. SROs are working closely with the Career Exploration teachers.



	Text-a-Tip has been implemented in the schools for students to report crimes, bullying, or other suspicious activities to SROs. The program was activated recently and no substantial data is available for reporting to Council.
PW	Utilized survey tools to obtain resident input to aid in decision making.

- E. Beautify the major transportation corridors within the City.

CDD	Implementation of US 97 Beautification Projects.
PW	Completed 6 <sup>th</sup> Street reconstruction project.

- F. Continue to plan, promote and develop bicycle and pedestrian facilities.

CDD	Staff Bicycle Pedestrian Advisory Committee; implementation of Bicycle Refinement Plan; Development of Bicycle Pedestrian Network Plan for the “basic” user.
PW	Coordinating with Redmond Bicycle and Pedestrian Advisory Committee to refine bicycle and pedestrian access plans
	Bike/Ped projects submitted for “Enhance It” and <i>ConnectOregon</i> V funding

**5. COMPREHENSIVE PLANNING**

**Enhance the quality of life in the City through adoption of programs, policies, and standards that balance growth while maintaining the city’s unique character.**

- A. Promote quality development.

- i. Continue to incorporate the Great Neighborhood Principles in both new development and infill development.

CDD	Southwest Area Plan; Redmond Community Revitalization Action Plan, Development Code amendment to support neighborhood serving retail, residential and commercial design review.
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- B. Support orderly annexation from Urban Growth Boundary.

CDD	Development of an annexation policy and amendment of Master Plan development code process for ease and simplification.
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- C. Maintain an up-to-date Comprehensive Plan that meets the City’s long term development goals.

CDD	Update of Redmond Canyon Plan, Transportation System Plan; clean up of Comprehensive Plan Map for inconsistencies in Airport, Parks, OSPR zones.
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- D. Continue to work with partners on Emergency Management and Preparedness.

ADMIN	Risk Manager continues to participate in local meetings and table top exercises.
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POLICE	PD employees have been working with the Airport, the Redmond School District, St. Charles Hospital, and other organizations to better prepare for disasters. Airport exercises have been executed at the table-top level and more scheduled in the future. The county is planning future exercises and RPD will be participating, also.
	RPD conducted a multi-agency active shooter exercise at Ridgeview H.S. using students as actors, Redmond Fire, all Central Oregon L.E. agencies, and hospital personnel. Numerous strengths and some weaknesses were identified to improve future exercises or real incident responses.
	RPD worked with RSD Admin to obtain additional funding for two part-time School Resource Officers (SRO) to be placed in the middle schools. The hiring process has been conducted. One SRO is in place in the schools and another is to be hired in the immediate future.
PW	Completed Wastewater Emergency Response and Public Notification Plan as required by permit.
	Continued partnership with Oregon Water/Wastewater Agency Response Network (ORWARN) for potential support during contingency situations.
RDM	Convened and participated in regional emergency preparedness exercises and co-hosted with Redmond Fire and Rescue simulated disaster event at the Airport (FAA required Triennial exercise).

**6. REGIONAL COOPERATION**

**Recognize that 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. Continue to participate in and support the work of the Central Oregon Cities Organization.

CM	Participated in COCO meetings with Mayor to identify and address issues of regional significance.
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- i. Continue to coordinate a regional legislative program.

CM	Developed 2014 State Legislative agenda with COCO.
	Representing City and participating with Mayor at State Capital on specific strategic issues.

- B. Maintain and strengthen Redmond’s relationship with Deschutes County and other regional communities.

CM	Convened quarterly joint meetings of Redmond City Council and the Deschutes County Board of Commissioners to discuss items of mutual and strategic interest.
	Proactively meeting with elected officials and County officials to explore and advance partnership opportunities.
CDD	Partnering with Deschutes County on County Historic Preservation Plan; Brownfields EPA Grant.
POLICE	Participates in Local Public Safety Coordinating committee which includes regional public safety partners.

- i. Support countywide recreation projects and events

CM	City hosted one leg of the U.S. National cycling event which had races throughout Deschutes County.
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C. Continue to support and enhance Roberts Field as a regional asset.

CM	Hired Interim Airport Director/Manager to oversee all aspects of the operation.
	Overseeing recruitment of a full-time director, in partnership with Airport Commission, and other airport executives.
RDM	Completed reconfiguration of parking facilities which resulted in 21% growth in revenues.
	Near completion of concession/retail agreements which will result in upgraded service to customers, passengers and the region.
	Actively advocated and built relationships with commercial air service providers in conjunction with members of the Central Oregon Air Service Team (COAST).
	Introduced armed security services through a new contract with RAM.
	Reached tentative agreement with commercial air service providers for rates and charges.

D. Maintain and strengthen Redmond’s relationship with State activities.

i. Strategically promote Redmond representatives to State committees.

CDD	Participate on LOC Community Development Committee, State Economic Development Task Force Committee.
CM	Assist Mayor and Department Heads by establishing effective working relationships with elected officials, administrators and organizations such as League of Oregon Cities.

E. Participate in the activities of the Deschutes Water Alliance and COCO Water Subcommittee.

PW	Participated in COCO Water Subcommittee meetings when held.
	Mayor represents City as member of the DWA and is active participant.

F. Help to strengthen the efforts of the Central Oregon Area Commission on Transportation and the Central Oregon Intergovernmental Council and Cascades East Transit to provide regional transportation planning and secure project funding for the region.

CM	Advocate for Redmond priorities by either attending and/or staying abreast of key issues.
PW	Active participant in COACT and COACT TAC meetings.

G. Provide continued leadership and participation in the TRIP 97 Partnership to develop a corridor improvement plan and evaluate mechanisms to plan, prioritize and fund regional transportation system improvements to the US 97 corridor.

CDD	Fourth year on the Project Management Team.
CM	Attend and actively participate on committees and strategic conversations regarding Trip 97, US 97 corridor decisions. Establish positive working relationships with ODOT and other regional partners.

- H. Start the groundwork to successfully utilize State and Federal economic development programs and grants.

CDD	HUD NSP3 Grant, HUD Community Development Block Grant.
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**7. 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. Maintain and manage resources to ensure consistent program delivery and sufficient financial resources.

CDD	Continue to work on best practices for managing urban renewal assets.
	Provide strategic advice on the implementation and investment of resources from a 2014 bond issuance (in alignment with the goals of the Downtown URA Plan),
FINANCE	Pursuing bond issuance to help meet / accomplish adopted Downtown URA Plan

- B. Downtown Urban Renewal Plan: Create a readily identifiable city center that is vibrant with a mixture of offices, specialty shops, entertainment, family amenities, housing and other commercial uses.

CDD	Developed program to ensure that public signs, street furniture and other public amenities are of a distinctive style and provide a degree of consistency throughout the community.
	Designed and implemented comprehensive wayfinding program.
	Began design and construct Highway 97 beautification projects.
	Completed a City Center Housing Study.
	Select private partner to participate in the Downtown Jumpstart Project
	Completed Family Recreation Center Feasibility Analysis.
	Convened property owner/stakeholder committee to guide investments in the professional Business Medical District;
	Advanced other initiatives which prepare for future investment in the government center (Evergreen, etc.) and attract private resources.

- C. Evaluate whether other blighted areas within the City, especially the Southwest US 97 corridor would be appropriate for an additional Urban Renewal District.

CDD	Postponed to FY 14/15.
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City Manager Keith Witcosky explained that a redlined draft of the FY 2014/2015 will go out in the Council packet on Thursday.

In response to questions from Councilor Centanni, Finance/Budget Manager Jason Neff and Mr. Witcosky updated the Council on the budget process and estimated meeting dates.

There being no further business, the workshop was adjourned at 8:36 p.m.

Prepared by Kelly Morse, City Recorder

APPROVED by the City Council and SIGNED by the Mayor this 25<sup>th</sup> day of February, 2014.

                  /s/ George Endicott                    
George Endicott, Mayor

ATTEST:

                  /s/ Kelly Morse                    
Kelly Morse, City Recorder