

REGULAR CITY COUNCIL MEETING OF THE CITY OF REDMOND WAS HELD FEBRUARY 11, 2014, IN THE CITY COUNCIL CHAMBERS.

COUNCIL MEMBERS PRESENT: Tory Allman – Joe Centanni – George Endicott – Ginny McPherson – Ed Onimus (arrived at 5:00 p.m.) – Jay Patrick

COUNCIL MEMBERS EXCUSED: Camden King

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 meeting to order at 4:00 p.m.

CITY COUNCIL GOAL SETTING

A. Discuss and Establish FY 2014/2015 City Council Goals (Exhibit 1)

After review and discussion by the Council and staff, the 2014-2015 Council Goals are presented 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.
 - ii. Provide the quality of the City water and wastewater operations to the extent necessary to meet public health standards.
- 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.
 - 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.
 - iii. Take continual steps to make City services more user/business friendly.
 - iv. Continue to 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 more positively 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.
 - viii. Ensure that long term service contracts are competitive by re-bidding at least every 5 years.
- 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
 - ii. Aggressively seek grant funding offered through state and federal programs.
- 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.
 - 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.
 - iii. Strive to maintain a ratio goal of 1.25 for revenue to debt.
- E. Prioritize municipal services to match community needs and desires with available funding.
- F. City to take necessary actions to enhance and maintain the credit rating of the City and its affiliated entities.
- 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.

2. EFFECTIVE STEWARDSHIP AND EMPLOYEE INVESTMENT

- A. Foster productivity, learning and growth, and recognize employees as the foundation of success.
- i. Compete as an employer of choice by promoting an environment that retains and attracts a diverse, highly qualified and motivated workforce.
 - ii. Maintain a positive, productive and collaborative relationship between Labor and Management.
 - iii. Retain, support and cultivate employees by providing opportunities in training and career development throughout every employee's tenure, and by addressing the need to develop managers into well-trained, informed leaders.
 - iv. Create a strategy and internal structure for succession planning that supports the long term success of the organization and its employees.
 - v. Maintain employment contracts that are fiscally sustainable.
- B. Maintain a clear strategic direction and policy guidance as a foundation for a creative and efficient work environment.
- i. Commit to clear and collaborative lines of communication between City leadership and City Council.

- ii. Support an organizational culture of collaboration and accountability through role clarity and teamwork.
- iii. Look for opportunities to improve efficiency through cautious delegation of decision making authority.

3. 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.
- B. City shall maintain a 5-year Capital Improvement Program which is maintained and updated annually through a public process.
- C. Take necessary steps to move forward with re-using the Evergreen Elementary School as a new location for Redmond City Hall in conjunction with other compatible uses and tenants. (PLACEHOLDER PENDING 2014/15 BUDGET DECISIONS).
- D. Invest in infrastructure on key opportunity sites which facilitates commercial and industrial site readiness.
- E. Leverage General Fund revenues by exploring resource development opportunities revenues, particularly from private foundations, state and federal government agencies, to address deficiencies in the City's transportation and parks infrastructure.
- F. Continue to develop the City's backbone infrastructure pursuant to the priorities identified in the City's infrastructure systems plans.
- G. Continue to renovate City facilities and infrastructure to ADA standards through a prioritized Access Plan. Ensure that plan development and implementation is facilitated in cooperation and with input from the disabled community and the general public.
- H. Collaborate with ODOT in planning and designing a South US Highway 97 improvement project.

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 grow and thrive.
 - i. Implement business assistance programs based on annual surveys which assess business needs. Work with partners to provide the necessary resources.
 - ii. Enhance and market 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.
 - iii. Explore the development of a comprehensive entrepreneurial incubator and accelerator programs for new and existing business development.

- iv. Develop a program which recognizes long-standing Redmond businesses which are important contributors to our economy and community.
- B. Help create and foster new businesses.
- i. Encourage the creation of local businesses.
 - ii. Continue to implement the 2012 Council adopted *Redmond Development Plan: A Long Term Economic Vision for Our Community*, with community, regional and state partners, to ensure that Redmond is a well-balanced and attractive community for businesses, employees and families, attracting entrepreneurs and new business interests.
 - iii. Work with REDI and EDCO to facilitate new business development in Redmond.
 - iv. Partner with higher education institutions, and medical/research centers to drive target industry cluster competitiveness, technology commercialization and innovation that support job creation.
 - v. Market Redmond as a community dedicated toward promoting a healthy business environment with businesses that provide living wages.
- C. Maintain Redmond's reputations as "the place to do business in Central Oregon".
- i. Provide incentive programs that are competitive regionally and nationally, and targeted towards those businesses that benefit the community the most.
 - ii. Ensure an adequate supply of planned commercial and industrial land.
 - iii. Provide well planned, maintained, high quality infrastructure which create competitive advantages for business and community growth. Explore opportunities to offset infrastructure costs with state and federal resources.
 - iv. Partner with education and workforce institutions to increase access to quality job opportunities and ensure that the region has a well-trained workforce with technical and management-level talent capable of meeting the needs of cluster firms.
- 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.
 - ii. Support the expansion, relocation and/or creation of new institutions of higher education (four year and above) into the Central Oregon region.
- 5. Establish Redmond Municipal Airport as the best airport of its size in the country.**
- A. Promote business activities on airport lands located inside the fence line.
- i. Market airport property within the fence line for aviation related business.
 - ii. Develop leasing strategies which are flexible and attractive to tenants but which also insure fair market returns pursuant to FAA requirements.
 - iii. Continue to aggressively pursue physical improvements to airport facilities and enhance customer service in its operations.

- iv. Continue to pursue State and FAA funding for expansion and preservation of the Airport's physical facilities, including the extension of the main runway.
 - v. Secure funding for a new Airport Master Plan which coincides with the development of a strategic plan for the airport.
- B. Maximize the development potential of airport lands located outside the fence line.
- i. Prepare a specific strategic plan for developing and marketing airport properties.
 - ii. Ensure that any long term relationships with property developers contain enforceable benchmarks and performance measures.
 - iii. Examine existing plans to determine viability of bringing water, sewer, and other necessary utilities, to undeveloped and unserved airport lands.
 - iv. Pursue the relocation of the Central Oregon Emergency Dispatch Center to land adjacent to Roberts Field.
- C. 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 commercial air carrier service.
 - iii. Continue to market the airport as an asset to commercial aviation businesses other than passenger carriers.

6. COMMUNITY ENHANCEMENT

Create an image and identity that generates a sense of community pride, ensures a high quality of life and safety for our citizens, and attracts new residents and businesses and facilitates opportunities for success.

- A. Improve and beautify City facilities through volunteer efforts.
- B. Continue to improve the quality and amenities of Redmond neighborhoods.
- C. Support the City Commissions and look for opportunities to recognize and celebrate volunteers on City Boards, Committees and Commissions.
- D. Continue to develop new and better ways for public outreach and public participation.
- E. Continue to beautify the major transportation corridors within the city.
- F. Continue to plan, promote and develop bicycle and pedestrian facilities.

7. COMPREHENSIVE PLANNING

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

- A. Promote quality development.

- i. Continue to incorporate the Great Neighborhood Principles in both new development and infill development.
- B. Support orderly annexation from Urban Growth Boundary.
- C. Update the Comprehensive Plan and associated plans that meets the City's long term development goals as resources allow.
- D. Continue to work with partners on Emergency Management and Preparedness.

8. 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.
 - i. Continue to coordinate a regional legislative program.
- B. Maintain and strengthen Redmond's relationship with Deschutes County and other regional communities.
 - i. Coordinate Cascadia related emergency planning and preparedness exercises at Redmond Airport.
 - ii. Support countywide recreation projects and events.
 - iii. Examine opportunities to create a stronger connection between Fairgrounds activities and Redmond businesses.
- C. Maintain and strengthen Redmond's relationship with State activities and partnerships.
 - i. Strategically promote Redmond representatives to State and statewide committees.
- D. Participate in the activities of the Deschutes Water Alliance and COCO Water Subcommittee.
- E. Participate in the Central Oregon Area Commission on Transportation and the Central Oregon Intergovernmental Council to provide regional transportation planning and seek project funding for the region.
- F. 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.
- G. 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. Maintain and manage resources to ensure consistent program delivery and sufficient financial resources.

