





# REDMOND CITY COUNCIL GOALS 2014/2015



## 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.

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| POLICE | All open police positions have been hired, trained, and assigned to Patrol except for one out on injury. As a result of the aforementioned, only one traffic unit has been reestablished at this time.               |
|        | The Street Crimes Unit (SCU) is operational and conducting investigations leading to many arrests, drug seizures, and the clearance of various crimes. The SCU fund is trending accordingly through the budget year. |
|        | Three new patrol vehicles were purchased, outfitted, and operational in the Patrol Division.   |
|        | The crime rate in Redmond is continuing to decrease. In the past year it has declined from 42.2 to 39.4 crimes per thousand people.  |

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

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| PUBLIC WORKS | Water and Wastewater services provided in accordance with permit requirements.  |
|              | Continuity of services provided despite adverse weather conditions during fall 2014, including an area-wide power outage that lasted several hours. |

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.

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| AIRPORT          | Increase use of state contracts to procure services.  |
| CDD              | Contract with Deschutes County for Building Inspections and Plan Reviews as needed.   |
| CENTRAL SERVICES | Working/Coordinating with Deschutes County, City of Bend, Bend Park & Rec., Deschutes Library, etc. to develop a leadership/supervisor training program conducted and administered by COCC. |
| PUBLIC WORKS     | Continued participation in Central Oregon Public Works Partnership organization.  |
|                  | Utilized county resources for chip seal services.   |
|                  | Cooperative agreements with Deschutes County and ODOT for winter maintenance activities.  |
|                  | Cooperative agreement signed with ODOT to provide traffic signal maintenance on city-owned equipment.   |

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

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| AIRPORT          | Airport revenues expected to earn sufficient income to cover operating expenses. Hired Airport Business Coordinator to assist with airport financial programs, increased coordination efforts with City Budget and Finance Divisions. |
| CENTRAL SERVICES | Continue to work with departments to maintain a 5-year rolling forecast to anticipate needs and plan for any necessary fee adjustments.   |
| PUBLIC WORKS     | Sufficient revenue generated through utility user fees to meet FY 14/15 budgeted expenditures.  |

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

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| CDD              | Initiation of weekly building permit review meetings with internal team for improved communications and efficiencies. Introduction of concierge services for development review. Implementation of new permitting software allowing for electronic building plan submittals. |
| CENTRAL SERVICES | Extended Utility Billing hours during high activity periods.   |
| PUBLIC WORKS     | Implemented a consumer engagement module improving Water customer's ability to monitor consumption/conversation.   |

- iv. Continue to seek and achieve efficiencies through the acquisition and implementation of new technologies.

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| CDD          | Implementation of new permitting (land-use, building, business licenses and code enforcement) software allowing for more efficient permit tracking and electronic building plan submittals. |
| PUBLIC WORKS | Implementing mobile device for remote monitoring, information retrieval and work order close out.   |
|              | Completed upgrade to the collections SCADA system allowing for improved information gathering and remote control of facilities.   |
|              | Tested 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.                                |

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

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| ENGINEERING  | Provided flyers to impacted residents, businesses, property owners and interested citizens in hard copy and online for all capital improvement projects. |
| PUBLIC WORKS | Utilized various media outlets to communicate snow removal operations and street projects that impact traffic.   |

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

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| ENGINEERING  | Worked with REDI, Community Development, Finance, Infrastructure Finance Authority and local business to provide cost effective solution for retaining an important business in Redmond and provide room for expansion. |
| PUBLIC WORKS | Entered into lease agreement with Central Christian School to develop unused, city-owned land adjacent to a water reservoir for use as a soccer field with opportunity for public use.                                  |

- 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.

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| AIRPORT / PUBLIC WORKS | Completed solar, lighting and HVAC projects on select facilities through an Energy Savings Performance Contract. (Airport Terminal and Parking Lot, Airport Fire Station, and Airport Snow Removal Equipment Building) |
| CENTRAL SERVICES       | Secured financing to implement \$1.2 million in energy savings projects.   |

- viii. Ensure that long term service contracts are competitive by re-bidding at least every 5 years.

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| AIRPORT | 5-Year Airport Engineering Services contract award through Request for Proposals (RFP) process. |
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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

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| PUBLIC WORKS | Received \$77,000 in revenue from the sale of hay and alfalfa farmed using reclaimed water from the Wastewater Treatment Facility. |
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- ii. Aggressively seek grant funding offered through state and federal programs.

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| AIRPORT      | Received FAA grant for Phase 2 Runway Rehabilitation Project (\$18.4M). Acceptance of <i>ConnectOregon V</i> grant to fund City's portion of match to FAA grants for runway rehabilitation project (\$1,25M). |
| CDD          | Successful application and implementation of HUD's Community Development Block Grant Funds. Continue implementation of the State Neighborhood Stabilization Program 3.  |
| POLICE       | Sought and obtained grant funding for DUII and seatbelt enforcement, JAG funding for equipment needs, and DOJ grant for technology.   |
| PUBLIC WORKS | \$104,000 grant received through the Recreational Trails Program for the first phase of Homestead Canal Trail.  |
|              | About \$300,000 received from various energy incentive programs toward energy efficiency and solar projects completed through an Energy Savings Performance Contract.   |
|              | \$347,736 grant received to provide for transit services for the 2013/15 biennium.  |
|              | \$301,372 received through the federal Surface Transportation Program.  |

- 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.

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| CENTRAL SERVICES | General Operating Funds = 52 days, Water = 60 days, Wastewater = 60 days, Airport = >60 days, Stormwater = 47 days |
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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.

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| CENTRAL SERVICES | FY13/14 = 53%, FY14/15 Budget = 51%, FY 14/15 Projection = 52% |
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- iii. Strive to maintain a ratio goal of 1.25 for revenue to debt.

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| CENTRAL SERVICES | FY14/15 Projections - General Operating Funds = 2.46, Water = 1.84, Wastewater = 1.31, Airport = 1.11 |
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- 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.

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| CENTRAL SERVICES | 2 Ratings confirmed by Moody's in 2014 (Full Faith and Credit and Airport), 1 Rating currently under review for upgrade (Water). |
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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.

## 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.

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| CITY MANAGER | Recognized four (3) Employees and one (1) Councilor through the Employee Spotlight program.  |
|              | Hosted Holiday Breakfast at City Hall where members of Leadership Team and City Council served food to staff. Approximately 80 people attended.  |
|              | HR delivered ice water to PW work sites in summer.   |
|              | Continued a monthly staff newsletter called City Manager update to keep staff informed of key accomplishments, happenings and general City news. |

- ii. Maintain a positive, productive and collaborative relationship between Labor and Management.

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| PUBLIC WORKS | Open lines of communications maintained through regular PW Joint Advisory Team meetings. Provides means to discuss and resolve management-employee issues outside of the formal grievance process. |
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- 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.

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| CENTRAL SERVICES | Working/Coordinating with Deschutes County, City of Bend, Bend Park & Rec., Deschutes Library, etc. to develop a leadership/supervisor training program conducted and administered by COCC. |
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- 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.

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| CENTRAL SERVICES | No open contracts in FY14/15. |
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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. Endeavor to adequately maintain the City's roads, utility infrastructure, parks and pedestrian/bicycle infrastructure.

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| PUBLIC WORKS | Street network maintained at target Pavement Condition Index (PCI) – completed 19 asphalt maintenance/surface seal street projects including \$60,000 toward ADA improvement projects. |
|              | Meeting schedule to replace street signs in compliance with Federal Highway Administration standards for retro-reflectivity and breakaway sign supports.                               |
|              | Continued water system improvements through the completion of five major waterline replacement projects.   |
|              | Completed annual wastewater collection system repair projects.   |
|              | Completed replacement and upgrade of key components within the Wastewater Treatment Plant.   |
|              | Completed annual Stormwater system repair project.   |
|              | Completed Dry Canyon Gateway project at American Legion Park.  |
|              | Completed Phase 1 of the Homestead Canal Trail.  |

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

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| AIRPORT     | Annual update and submittal to FAA of the Airport's 5-year Capital Improvement Program for request of federal grant funding. |
| ENGINEERING | Updated and presented to City Council prior to budget hearings.  |

- 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.

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| CDD              | Successful procurement of Design Team and Construction Manager/General Contractor. Initiation of design with a goal of occupancy in October, 2016.  |
| CENTRAL SERVICES | Continue to manage and maintain the appropriate fiscal health of the City to prepare for financing the project.   |
| POLICE           | An assessment of the security camera system at various locations demonstrated a reduction in vandalism occurrences on these properties, except for Evergreen. Due to recent vandalisms more cameras were installed or relocated to the inside of the building. Offenders damaging the school grounds were arrested for the recent vandalisms. |

- D. Invest in infrastructure on key opportunity sites which facilitates commercial and industrial site readiness.

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| CDD         | Continued evaluation of the DSL site as a 200 acre site of Regional Industrial significance. Analysis and evaluation of proactively funding the Eastside Sewer Interceptor for industrial land readiness. |
| ENGINEERING | Investigated funding opportunities for the Eastside Sewer Interceptor.  |
|             | Updated the wastewater collection system model to determine available excess capacity that can be used for near-term development and large lot industrial development opportunities.                      |

- 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.

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| CDD          | Successfully raised \$580,000 from grants and private donations to augment City's \$120,000 for the Sam Johnson Park Improvement Project in partnership with the Redmond Kiwanis Club. |
| PUBLIC WORKS | \$104,000 grant received through the Recreational Trails Program for the first phase of Homestead Canal Trail.   |
|              | \$347,736 grant received to provide for transit services for the 2013/15 biennium.   |
|              | \$301,372 received through the federal Surface Transportation Program.   |

- F. Continue to develop the City's backbone infrastructure pursuant to the priorities identified in the City's infrastructure systems plans.

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| ENGINEERING | Investigated funding opportunities for the Eastside Sewer Interceptor.  |
|             | Designed S. Canal Blvd. reconstruction project from Obsidian to Salmon. |

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|  | Procured design services for East 9 <sup>th</sup> Street (with ODOT) to complete a link in the eastside arterial through the Old Juniper Golf Course. |
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- 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.

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| CDD         | Initiation of the ADA Transition Plan per federal standards.   |
| ENGINEERING | Completed sidewalks and replaced ramps in accordance with draft Access Plan in conjunction with Capital Improvement projects and pavement overlays. Inventory of ADA ramps and development of transition plan in progress. |

- H. Collaborate with ODOT in planning and designing a South US Highway 97 improvement project.

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| CDD / ENGINEERING | Developed Scope of Work and initiated procurement of consultant team for the S US 97 Corridor Project in partnership with ODOT. |
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**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 programs to respond to the needs as resources allow.

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| CDD | Coordinating annual business survey with REDI and the Chamber of Commerce. |
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- 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.

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| CDD | Explored the concept of a technology incubator in collaboration with REDI. |
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- iv. Develop a program which recognizes long-standing Redmond businesses which are important contributors to our economy and community.

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| CDD | Reached out to Redmond Executive Association, REDI, Chamber and Redmond Commercial Group about the need to recognize long-standing Redmond businesses in programs. |
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- B. Help create and foster new businesses.

- i. Encourage the creation of local businesses.

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| CDD | Continued to work with new business interests and start-up opportunities and strategies. |
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- 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.

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| CDD | Reinstated the Redmond Development Commission. |
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- iii. Work with REDI and EDCO to facilitate new business development in Redmond.

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| CDD | Continued to partner with REDI and EDCO on new business development opportunities in Redmond. |
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- 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.

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| CDD | Developing marketing materials. |
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C. Maintain Redmond's reputation 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.

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| CDD | Continued to market the Redmond Enterprise Zone local incentives program as well as the Redmond Urban Regional Agency Industrial Opportunity Fund for businesses paying 150% of the average median wage. Continued to leverage the Desert Rise Industrial Park for business opportunities that provide family wage jobs. |
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- ii. Ensure an adequate supply of planned commercial and industrial land.

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| CDD / ENGINEERING | Continued to work on the opportunity to expand the UGB to include the 200 acre DSL site as a regionally significant industrial site. |
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- 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.

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| CDD / ENGINEERING | Exploring opportunities with BizOregon, Infrastructure Finance Authority and Department of Environmental Quality to fund portions of the Eastside Sewer Interceptor. Working with ODOT to develop 30% construction design documents for the 9 <sup>th</sup> Street extension from Highway 126 to Airport Way. |
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- 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, the Redmond Proficiency Academy, Central Oregon Community College, and other educational institutions.

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| CDD    | Continued to partner with the Redmond School District and Redmond Proficiency Academy on community development project opportunities.  |
| POLICE | The PD SROs have initiated law enforcement career exploration classes in each high school for purposes of forming relationships with youth and educate them about the career. Other lectures have been provided as requested by various schools and teachers, to include RPA and COCC. |

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

**5. REDMOND AIRPORT / ROBERTS FIELD**

**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.

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| AIRPORT | Working with REDI to meet with prospective business customers. |
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- ii. Develop leasing strategies which are flexible and attractive to tenants but which also insure fair market returns pursuant to FAA requirements.

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| AIRPORT | On-going development of Airport Lease Policy. |
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- iii. Continue to aggressively pursue physical improvements to airport facilities and enhance customer service in its operations.

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| AIRPORT | Terminal Operations – establishment of two “pet relief” areas. Installation of two additional ADA-compliant access doors for terminal entrances (exceeds ADA requirements). Process improvements to parking lot operations, modification of ticketing program along terminal curb with emphasis on reducing number of violations written. |
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- iv. Continue to pursue State, FAA and other funding for expansion and preservation of the Airport’s physical facilities, including the extension of the main runway.

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| AIRPORT | Received FAA grant for Phase 1 of Runway 4-22 Rehabilitation Project (\$11,157,681); FAA grant for Phase 2 expected in spring/summer 2015. Received <i>ConnectOregon V</i> grant to cover the Airport’s entire 6.25% match to the FAA grants for the runway project (\$1,250,000). “Brownfield” Phase 2 Environmental Site Assessment funding through Deschutes County for environmental remediation of properties on the north side of the airport. |
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- v. Secure funding for a new Airport Master Plan which coincides with the development of a strategic plan for the airport.

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| AIRPORT | Project funding requested through Airport Capital Improvement Program (ACIP). Tentatively scheduled to receive FAA grant in FY 16 to conduct the Airport Master Plan Update (\$800,000). |
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- 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.

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| AIRPORT | Actively pursuing project (waiting on USFS – potential RFP to be issued in February). |
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- 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.

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| AIRPORT | COAST team members attended Airline Headquarters meetings with Alaska/Horizon Airlines, American Airlines, Delta Airlines, SkyWest Airlines and United Airlines. Attended air service conferences (JumpStart 2015 and Mead & Hunt Air Service Development Conference). |
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- 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.

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| CDD          | Continued partnership with local churches to plant and maintain annual plantings downtown.  |
| PUBLIC WORKS | Hosted various Parks related volunteer events including improving ball fields at Umatilla Park, Earth Day clean-up, painting of park amenities, Arbor Week tree plantings, Martin Luther King Day clean-up of Dry Canyon. |

- B. Continue to improve the quality and amenities of Redmond neighborhoods.

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| CDD | Initiated the Redmond Community Revitalization Action Planning effort. |
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- C. Support the City Commissions and Committees and look for opportunities to recognize and celebrate volunteers who serve on these bodies.

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| CDD          | Provide staff and leadership for seven standing city commissions and committees as well as four project specific committees. Initiated first annual Commission/Committee Forum. |
| PUBLIC WORKS | Hosted the Annual Parks Committee Tour followed by an appreciation dinner/picnic.   |

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

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| CDD          | Developed the Community Development Citizen Participation Plan.  |
| PUBLIC WORKS | Conducted an ecological sketch of the Dry Canyon with a high school biology class. Worked with the high school technology program for use of their drone to help map the Dry Canyon. |
|              | Established partnership with the Deschutes Children's Forest to provide children outdoor experiences that for the path to a lifelong appreciation of the natural world.              |

- E. Continue to beautify the major transportation corridors within the city.

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| CDD          | Implementation of the US 97 Beautification Plan with the Evergreen Avenue Gateway improvements as well as the Flag City monument. |
| PUBLIC WORKS | Completed Yew Ave. round-a-bout art project in partnership with local high schools.   |

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

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| CDD          | Continued to work with the Redmond Bicycle and Pedestrian Advisory Committee to implement the Reinventing the Wheel Plan. |
| ENGINEERING  | Worked with Redmond BPAC to plan bicycle and pedestrian facilities and plan Safe Routes to School.                        |
| PUBLIC WORKS | Completed phase one of the Homestead Canal Trail. Continuing planning and design of phase two.                            |

## **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.

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| CDD | Revised the Redmond Comprehensive Plan and Redmond Development Code to streamline annexation and master planning process to ensure the incorporation of the Great Neighborhood Principles. Implemented the Redmond Community Revitalization Action Plan to survey existing neighborhoods for the Great Neighborhood Principles. |
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B. Support orderly annexation from Urban Growth Boundary.

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| CDD | Revised the Redmond Comprehensive Plan and Redmond Development Code to streamline annexation and master planning process. |
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C. Update the Comprehensive Plan and associated plans that meets the City's long term development goals as resources allow.

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| CDD | Updated the Dry Canyon Master Plan. Initiated the Parks Master Plan update and the Transportation System Plan update. |
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D. Continue to work with partners on Emergency Management and Preparedness.

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| CDD          | Member of the Deschutes County emergency preparedness committee.   |
| POLICE       | Efforts to raise awareness for community emergency preparedness continue in partnership with the Red Cross, DCSO, and other agencies. A Community Preparedness Fair was conducted in Centennial Park last summer. Future preparedness fairs and town hall meetings are planned in the upcoming year.                                       |
|              | The PD staff has attended various meetings regarding Cascadia over the past year to coordinate planning efforts for the disaster. Pending the approval to move forward with the Sustainable Cities Initiative, development of a comprehensive Cascadia emergency plan is an intended project to be completed by the U of O students.       |
|              | The PD continues to work with regional agencies regarding the development of a new public safety radio system. Recently, a strategic planning session involving Deschutes County 911 Center was conducted and future plans have been made regarding the implementation, cost, and funding of a new radio system. Effort still in progress. |
| PUBLIC WORKS | Continued partnership with Oregon Water/Wastewater Agency Response Network (ORWARN) for potential support during contingency situations.   |

**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.

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| AIRPORT | Partnering with Deschutes County on Brownfield EPA grant. |
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- i. Coordinate Cascadia related emergency planning and preparedness exercises at Redmond Airport.

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| AIRPORT | Staff attending Cascadia planning events. |
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- ii. Support countywide recreation projects and events.

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| PUBLIC WORKS | Became the first municipal member of the Children’s Forest of Central Oregon. |
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- 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.

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| CDD          | Participation on the Industrial Readiness committee, IMMI statewide committee, tourism and economic development committee and LOC community development committee. |
| ENGINEERING  | Chair of the Oregon Traffic Control Devices Committee.   |
| PUBLIC WORKS | Co-Chairing a portion of the Oregon Recreation and Parks Association annual conference.  |
|              | Active members of various regional professional groups (Pacific Northwest Clean Water Association, American Water Works Association, Oregon Water Utilities, etc.) |

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

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| PUBLIC WORKS | Member of the Deschutes Basin Study Work Group Steering Committee established to manage the \$1.5 million Basin Study with the Bureau of Reclamation toward goal to address long-term water needs of agriculture, municipalities and instream flows. |
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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.

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| PUBLIC WORKS | Active participant in COACT and COACT TAC meetings. |
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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.

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| CDD | Continued to serve on the TRIP97 Project Management Team. |
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G. Seek and utilize State and Federal economic development programs and grants.

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|-----|--|
| CDD | Revised Comprehensive Economic Development Strategy to further Eastside Sewer Interceptor efforts. |
|-----|--|

**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.

|                  |   |
|------------------|---|
| CDD              | Continued to implement the Downtown Urban Renewal Plan per the adopted business strategy. |
| CENTRAL SERVICES | Secured \$13 million of new funding to support next leg of the 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 | Continued to implement the Property Assistance Program (10+ projects), implemented the City Center Housing Study, Mid-Town Area Plan and Jumpstart projects. |
|-----|--|

- C. Make strategic investments in selected infrastructure projects which are expected have a strong, demonstrable, positive impact on job creation and private investment.

|     |  |
|-----|--|
| CDD | Continued to work with the Medical District property owners on a streetscape improvements project. |
|-----|--|

- D. Support projects which maximize private investment and leverage urban renewal resources in order to grow the tax base.

|     |   |
|-----|---|
| CDD | Working with developers on housing and mixed-use new construction projects. |
|-----|---|

- E. Evaluate whether other blighted areas within the City, with potential for job growth and redevelopment, would be appropriate for an additional urban renewal district.



# REDMOND CITY COUNCIL GOALS

## 2014/2015 2015/2016



### 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, 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. 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~~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.
  - 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~~infrastructure maintenance
  - ii. Aggressively seek grant funding offered through state and federal programs.
- 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. 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. 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. Strive to maintain a 60-day operating contingency in each operating fund.

ii. ~~Ensure that the City can remain healthy during downturns in the economy. 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~~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~~Manage 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 by offering training/career development, leadership opportunities and other motivating challenges.

ii. Maintain a positive, productive and collaborative labor relations. ~~relationship between Labor and Management.~~

iii. Assure employment contracts are fiscally sustainable. 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. Celebrate success and staff achievement. ~~Maintain employment contracts that are fiscally sustainable.~~

B. Maintain a clear strategic direction and policy guidance as a foundation for a creative, innovative 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, performance and accountability and teamwork. ~~through role clarity and teamwork.~~

iii. Look for opportunities to improve efficiency through appropriate ~~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. Endeavor to adequately maintain the City's roads, utility infrastructure, parks and pedestrian/bicycle infrastructure.

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

- C. ~~Support efforts to continue the Redmond/Evergreen rehabilitation project. 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.~~
- ~~D. Invest in infrastructure on key opportunity sites which facilitates commercial and industrial site readiness.~~
- ~~ED.~~ 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.
- ~~FE.~~ Continue to develop the City's backbone infrastructure pursuant to the priorities identified in the City's infrastructure systems plans.
- ~~GF.~~ Continue to renovate City facilities and infrastructure to ADA standards through a prioritized ~~Access Plan~~ **ADA Transition Plan**. Ensure that plan development and implementation is facilitated in cooperation and with input from the disabled community and the general public.
- ~~HG.~~ Collaborate with ODOT in planning and designing ~~a for the~~ 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 needs assessment surveys, ~~which assess business needs~~. Work with partners to provide the necessary programs to respond to the needs as resources allow.
  - 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 and other partners 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 reputation 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. Invest in infrastructure on key opportunity sites which facilitates commercial and industrial site readiness.

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

DE. Support the expansion of educational opportunities.

- i. Continue to strengthen the City's relationship with ~~Redmond educational institutions including~~ the Redmond School District, the Redmond Proficiency Academy, Central Oregon Community College, and other educational institutions.
- ii. Support the expansion, relocation and/or creation of new institutions of higher education (four year and above) into the Central Oregon region.

## 5. REDMOND AIRPORT / ROBERTS FIELD

### **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. Attract aviation related businesses to Market airport property within the fence line. ~~for aviation related business.~~
- ii. ~~Develop~~ Implement leasing strategies which are flexible and attractive to tenants yet comply with FAA and TSA requirements. ~~but which also insure fair market returns pursuant to FAA requirements.~~
- iii. Continue to aggressively pursue physical improvements to airport facilities. increase amenities and enhance the customer experience. ~~and enhance customer service in its operations.~~
- iv. Continue to pursue State, FAA and other funding for development, expansion and preservation of the Airport's physical facilities, including the extension of the main runway Runway 4-22.
- v. Secure funding for an new Airport Master Plan update 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-Interagency~~ 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. Successfully manage the construction and public participation of the airfield closure resulting from the reconstruction of Runway 4-22.
- iii. Encourage regional cooperation to create a sustainable air service development funding strategy that could provide necessary incentives to attract additional commercial air carrier service.
- iiii. 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 public participation and community engagement in public policy decisions. the City Commissions and Committees and look for opportunities to recognize and celebrate volunteers who serve on these bodies.
  - i. Continue to develop new and better ways for public outreach and public participation.
  - ii. Continue efforts to 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.
- ~~D. Continue to develop new and better ways for public outreach and public participation.~~
- ~~ED.~~ Continue to beautify the major transportation corridors within the city.
- ~~FE.~~ 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 and League of Oregon Cities.
  - ~~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 which require mobilization of facilities such as the at-Redmond Airport.
  - ii. Participate in Cascadia related emergency planning and preparedness
  - iii. Support countywide recreation initiatives through partnerships with the Redmond Area Park and Recreation District 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 the placement and appointment of Redmond representatives to State officials, as well as state and regionally significant committees and statewide committees.
  - ii. Strategically promote Redmond priorities and initiatives to State officials and statewide committees.
- D. Participate in the activities of the interest groups dealing with water related issues affecting the Deschutes River Basin. 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.
- 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.
- C. Make strategic investments in selected infrastructure projects which are expected have a strong, demonstrable, positive impact on job creation and private investment.
- | D. Support catalytic projects through programmatic tools which maximize private investment and leverage urban renewal resources in order to grow the tax base.
- E. Evaluate whether other blighted areas within the City, with potential for job growth and redevelopment, would be appropriate for an additional urban renewal district.