

# STATUS REPORT

## BEND CITY COUNCIL GOALS: 2019 - 21

October 19, 2020

### COUNCIL GOALS: *By the Numbers*



### ACTIONS STATUS: *62.5% through biennium*

Goal	Complete	On Target	Delayed	Attention Needed / On Hold
Goal 1: Economic Vitality	6	10	3	1
Goal 2: Transportation & Infrastructure	4	10		
Goal 3: Public Safety & Health	3	12	2	1
Goal 4: Effective & Efficient Operations	3	12	2	
<b>Total</b>	<b>16</b>	<b>44</b>	<b>7</b>	<b>2</b>
<b>Percent</b>	<b>23%</b>	<b>64%</b>	<b>10%</b>	<b>3%</b>





## ECONOMIC VITALITY: HOUSING, JOBS, MANAGING GROWTH

**Goal: Increase the supply of shovel ready land available for housing and employment in alignment with the City’s Comprehensive Plan by:**

- Permitting 3,000 units with the target of 1170 single family units, 390 single family attached units and 1440 multi-family units by 6/30/2021
- Approve land division or other entitlements to create usable employment lands in Juniper Ridge for the community’s needs by 6/30/2021

**STRATEGY 1: Increase the supply of shovel-ready residential land and decrease development costs for needed housing through public investment leveraging private development, City policy and procedural adjustments**

Action	Status	Notes
Conduct a comprehensive audit of the Development Code to identify barriers in constructing needed housing, including mobility and parking standards	On Target	<p>Last quarter work included:</p> <ul style="list-style-type: none"> <li>• Assistance with the Transportation System Plan adoption</li> <li>• Involvement on the Southeast (SE) Area Plan Project</li> <li>• House Bill (HB) 3450 that went to Council for a hearing on 10/07/2020</li> <li>• Development Code updates that went to Council on 10/07/2020</li> </ul> <p>Community Development (CDD) has also been heavily involved in implementing HB 4212 (emergency temporary camps) as well as providing assistance with shelters due to the wildfires. Staff are currently working on emergency polices to temporarily allow occupied RV’s for people displaced by the wildfires.</p>
Create a real-time land supply database to better monitor land supply within the UGB	Complete	The completed Bend Land Information System (BLIS) was presented to Council on 07/15/2020 and has been integrated into the Council Goals Dashboard.
Develop 3-5 procedural and policy adjustments to streamline needed housing projects	On Target	The Early Action program has been implemented, which focuses on getting permits issued earlier based on the requirements of HB 2306. In addition, CDD was successful in getting the Stillwater project approved and issued last quarter, which consists of 240 units of affordable housing. The Easton Master Plan in the SE was also approved last quarter.

Action	Status	Notes
Implement tax exemption programs that promote housing goals	Delayed	This topic is on hold until first quarter of 2021, when it will be revisited with Council before proceeding with the working group. The hold is due to delays created by COVID-19, comments from Taxing Districts during Core Area tax increment finance (TIF) adoption process, lack of developer interest, and staff resources.
Increase the number of childcare slots in Bend from 2,812 (in September 2019) by 20% (562) to 3,374 slots	Attention Needed	The childcare facilities in Bend are operating under an Emergency license. There are few slots available due to COVID-19 closures and related demands. City Coronavirus Relief Funds (CRF) have been allocated to support childcare. The Bend Economic Development Advisory Board's (BEDAB) Strategic Plan was also updated to continue to support childcare. Council needs to consider extending the deadline for the Transportation System Development Charge (TSDC) reduction before the end of 2020; a work session scheduled 10/21/2020.

### STRATEGY 2: Explore alternative housing types and necessary funding sources

Action	Status	Notes
Renew the Affordable Housing Fund	Complete	Approved by Council on 05/01/2019.
Adopt policies for alternative housing models, such as 4-plexes, tiny homes and single room occupancy units	On Target	The micro-units and small home Development Code package was approved by Council on 10/07/2020. CDD staff are also involved in the State rule making on HB2001 so that development code updates for duplex, tri-plex, 4-plexes in residential zones can begin.
Update the Consolidated Plan	Complete	Approved by Council on 05/01/2019.

### STRATEGY 3: Increase the supply and viability of serviceable employment land through public investments leveraging private development, City policy and procedural adjustments

Action	Status	Notes
Complete land use planning for southeast and core areas, including the Bend Central District	On Target	The Core Area Plan has been adopted and is complete. The Southeast Area Plan adoption has been pushed back due to improve integration with the development of the DSL property to the north. The project is still advancing with advisory committee meetings and progress on the development code and the infrastructure funding strategy.

Action	Status	Notes
Create a development plan for Juniper Ridge Urban Renewal Area and Sub-employment district	On Target	The Juniper Ridge Management Board (JRMAB) is scheduled to meet 10/15/2020 to formalize their recommendation to Council. A work session with Council tentatively scheduled for 11/04/2020.
Create a land management plan for Juniper Ridge	Complete	The City Manager approved the plan on 02/10/2020.
Adopt a Federal Aviation Administration compliant land use plan for the Bend Municipal Airport	On Target	A Council work session focus on an overview of the Airport is scheduled with Council for 10/21/2020. The Master Plan is back on track. Approval was received from the FAA for the current activity estimates and growth rate in September. The next action is to take the Master Plan to the Public Advisory Committee meeting (PAC) on 11/5/2020.

**STRATEGY 4: Ensure growth takes into consideration natural resources and reflects a triple bottom line approach**

Action	Status	Notes
Adopt the Community Climate Action Plan (CCAP)	Complete	Council adopted the Community Climate Action Plan on 12/04/2019.
Ensure the Transportation System Plan (TSP) contains policies that contribute to a per capita reduction of greenhouse gas emissions	Complete	Council approved the TSP on 08/19/2020 and the appeal period ended 10/09/2020. The approved plan includes policies that contribute to a per capita reduction of greenhouse gas emissions.
Explore renewable energy production options	Delayed	This topic will be discussed with the Environment and Climate Committee before any Council engagement. Any recommendations from the Environment and Climate Committee will go to the Stewardship Subcommittee. Council discussions on this topic are not anticipated until later in 2021.
Partner with Deschutes County to prevent waste, to recover targeted items from the waste stream, and to determine where Bend's waste will be disposed post-closure of Knott Landfill	Delayed	This project is awaiting next steps from County. The launch of new Solid Waste Advisory Committee, that the City will sit on, has been delayed due to COVID-19.
Establish the Environment and Climate Committee (ECC)	On Target	This action was added by Council on 07/15/2020. Council appointed the members of the ECC on 10/7/2020.

## STRATEGY 5: Build Community and Economic Resiliency in Response to COVID-19

Action	Status	Notes
Business and Family Support/Assistance: Use CARES and other funds to make direct grants to businesses and non-profits to adapt to post COVID market	On Target	Funds have been provided to the Chamber for business resiliency grants. Those will begin to be awarded to businesses at the end of October. Additional funds have been provided to Neighbor Impact. Funds will begin to be sent to childcare providers the weeks of 10/12/2020 and 10/19/2020.
New Industry Development: Use CARES and other funds to make direct investments that diversify the City's employment and occupation base	On Target	This is a recovery related topic (versus a stabilization effort). Conversations have been started with Economic Development for Central Oregon (EDCO) to identify how and when to begin these targeted efforts.
Vulnerable Populations: Use CARES & other funds to make investments to qualified organizations who support vulnerable & marginalized communities impacted by COVID, including older adults & those with underlying health conditions through an equity framework	On Target	Working in conjunction with Deschutes County and nonprofit agencies, the City has deployed critical resources to vulnerable families in Bend since April 2020. Resources include basic necessities such as handwashing stations, funding for local homeless providers for case management, and food/meal services. The City received state designated CARES Act funding and one million dollars has been deployed for vulnerable populations through nonprofits for childcare, rental/mortgage assistance and a wide variety of nonprofits serving diverse individuals and families. Further, the City has assisted with inclusive and bilingual communications related to COVID-19.



# TRANSPORTATION & INFRASTRUCTURE

**Goal: Plan and implement robust and resilient infrastructure investments**

**STRATEGY 1: Complete the Transportation System Plan (TSP) by end of May 2020**

Action	Status	Notes
Create a neighborhood traffic safety plan and policies that guide investment	On Target	Projects this quarter include: <ul style="list-style-type: none"> <li>• Wells Acres Road was completed in October</li> <li>• Construction will start on Jones Road soon</li> <li>• Field survey and on-going design for 2021 projects</li> </ul>
Implement TSP metrics and KPI's	On Target	The metrics have been finalized and staff is coordinating the reporting and tracking of the data.

**STRATEGY 2: Leverage multiple funding sources to enhance and improve transportation infrastructure resulting in a funding package that addresses both housing and mobility challenges on May 2020 ballot**

Action	Status	Notes
Prioritize short term transportation projects that relieve congestion, improve safety, including emergency response times, and increase options for all modes of transportation	On Target	A package of projects are on the November 2020 ballot as the General Obligation (GO) Bond.
Develop a transportation funding plan that is equitable, balanced and resilient	Complete	Council adopted the TSP and had a 2nd reading on 09/02/2020.
Create and implement a communication plan that aligns community values with transportation projects to ensure sustainable funding	Complete	Council referred the ballot measure to the voters and it will appear on the 11/04/2020 election ballot. City participation has now ended, pending results of election.

Action	Status	Notes
Participate in the development of a comprehensive transit plan that improves service levels and is integrated with the TSP	Complete	The Central Oregon Intergovernmental Council (COIC) Transit Plan and City Transportation System Plan have been adopted and are complete. Highlights of integration between the two plans include assumed transit routes, high capacity transit routes, and mobility hubs. The Bend Metropolitan Planning Organization (MPO) received a grant to further define the elements of mobility hubs in Bend. Staff from the Growth Management and Transportation and Mobility Departments will be participating in this project.

**STRATEGY 3: Improve the condition and functionality of City sewer, stormwater, transportation and water infrastructure to keep pace with community needs**

Action	Status	Notes
Improve the average pavement condition index (PCI) to 75 by 06/30/2021	On Target	30% plans for 2021 pavement preservation are complete and 60% plans have been started. PCI is currently 74.
Develop a bridge maintenance and traffic signal plan	On Target	Current projects include: <ul style="list-style-type: none"> <li>• Signalization:               <ul style="list-style-type: none"> <li>○ 3rd/Wilson design is underway</li> <li>○ ARTS signal safety project in progress</li> </ul> </li> <li>• Bridge Program:               <ul style="list-style-type: none"> <li>○ Paving of Portland Avenue Bridge was completed in September</li> <li>○ Reed Market Road resurfacing has been scoped</li> <li>○ Maintenance work of backlogged items continues (crackseal and vegetation removal completed, sidewalk repair in progress)</li> </ul> </li> </ul>
Continue investments in water, stormwater and waste water treatment systems to keep pace with demand, regulatory requirements and maintenance needs	On Target	Projects continue to be delivered by Engineering, Infrastructure and Planning Department (EIPD), Utilities, and Transportation & Mobility on schedule and on budget. Key projects include the North Interceptor, Solids Handling (Water Reclamation Facility), Empire Corridor, Murphy Corridor, Septic to Sewer Conversion, Water Master Plan, and ongoing maintenance projects. Specific details can be found in the EIPD Quarterly Report provided to Council on 10/19/2020.
Create a sidewalk plan and program that shares responsibilities between the City and adjacent property owners	On Target	The project team is participating in the Bloomberg Philanthropies Innovation Training program that will include the development of customer-focused solutions for improving sidewalks.



Action	Status	Notes
Complete the first phase of neighborhood greenways	On Target	Phase 2 construction of this project is complete and Phase 3 construction is beginning with a target completion of November 2020.

**STRATEGY 4: Develop a community-wide parking program that is based on the concept plan proposed in the 2018 citywide parking study and that is responsive to the changing community needs**

Action	Status	Notes
Create a self-sustaining Parking Services Division	Complete	The Parking Management System update is in progress and implementation is planned for fall/winter 2020. The Parking Benefit District Pilot was approved. Garage updates are in progress, including a new access control system and merchant validation program.
Develop programs for residential and business parking districts based on the recommendations of the citywide parking study and adopt initial related code changes by 06/30/2020	On Target	Council approved the Parking Benefit District Pilot program for the Old Bend Neighborhood. The fee schedule was amended for the benefit program 10/07/2020. The pilot will run for 15 months. Work is beginning on the process to transition the McKay Park Parking program into a permanent program.
Leverage technology and data to modernize parking management and the customer experience	On Target	A Parking Management Software vendor was selected and the contract was approved by Council. Implementation is scheduled to begin fall 2020 with the goal to launch new system by fall/winter 2020.





## PUBLIC SAFETY & HEALTH

**Goal: Protect and improve health and safety for residents and businesses that addresses the challenges associated with a rapidly growing community**

**STRATEGY 1: Be responsive and accountable to the changing needs and expectations of the community and increase Council awareness and public participation in law enforcement policy**

Action	Status	Notes
Increase participation with existing community partners focused on homelessness	On Target	Our Community Outreach Officer continues to work full time with homeless outreach, and is currently collaborating with Deschutes County Sheriff's Office (DCSO) on addressing criminal activity occurring on the north 1000 acres of Juniper Ridge. This position will be assigned a mid-size truck near the end of 2020 to better assist with homeless outreach regarding accessibility, transporting supplies to those in need, or assisting as needed. We will maintain our efforts assisting homeless populations with the challenges of the approaching winter.
Partner with Deschutes County and fully commit toward the development of a Crisis Stabilization Center	Complete	The Crisis Stabilization Center was awarded \$2,403,519 from the Oregon Criminal Justice Commission IMPACTS grant which will allow it to operate 24/7 and 365 days a year for two years. They hope to be fully operational by the fall. Early operations are proving beneficial to community members. It has also benefited Police operations, including reducing wait times for officers involved in mental health related calls.
Advocate for a Housing First approach	On Target	Staff continue to support housing first efforts in local discussions as well as the consideration of additional temporary housing options for vulnerable community members.
Evaluate and implement body worn cameras for the Police Department	On Target	This action was added by Council on 07/15/2020. The project team recently conducted a virtual vendor fair, which provided valuable information that will inform the Request for Proposals (RFP). The RFP is scheduled to be advertised in early November.

**STRATEGY 2: Develop a first draft of the comprehensive wildfire resiliency plan by October 2019**

Action	Status	Notes
Create a wildfire resiliency task force and collaborate with partners	Delayed	A recommendation to establish a wildfire resiliency steering committee will be presented to Council on 10/19/2020. The work of the steering committee would occur concurrently with possible State legislation resulting from this year's devastating wildfire season.
Increase illegal firework enforcement activities	Complete	Police increased patrols the week prior to July 4 <sup>th</sup> and addressed calls regarding illegal fireworks on July 4 <sup>th</sup> as resources allowed. One violation and two criminal citations were issued. Illegal fireworks were also seized, including approximately 30 boxes of mortars.  Fire & Rescue responded to one fire on July 4th that was caused by fireworks.
Update the Emergency Preparedness and Management Plan	Delayed	The update to the Emergency Preparedness and Management Plan is delayed until the Wildfire Resiliency Plan update is complete.

**STRATEGY 3: Maintain Fire/EMS response times within industry standards for cardiac resuscitation rate of 50% and response time under 6 minutes while decreasing overtime by 50% by 6/30/2021**

Action	Status	Notes
Create a cost effective and adequate staffing plan to decrease overtime by 50%	On Target	The addition of six new firefighters had a positive impact on overtime, but fell short of the 50% goal. Bend Fire and Rescue (BF&R) implemented an overtime reduction strategy that has achieved the 50% reduction, but has resulted in an Advanced Life Support (ALS) ambulance being taken out of service.
Ensure efficient and effective deployment of resources, including maintaining a Fire and EMS emergency response time under 6 minutes within the city and a cardiac resuscitation rate of over 50%	On Target	Response times continue to be under 6 minutes and cardiac resuscitation rates continue to be above 50%.
Complete the construction of two fire stations (15th & Hwy 20, Tumalo Station replacement) within budget by October 2019	Complete	Both stations are open and operational. The Tumalo station has a fire suppression crew whereas the Pilot Butte station is Emergency Medical Services (EMS) only.
Support and implement county-wide projects (Radio system, Computer Aided Dispatch (CAD))	Attention Needed	The CAD platform for BF&R requires additional refinements and optimization. Deschutes 911 is working with the vendor, but the vendor has not been responsive.

**STRATEGY 4: Increase events focused on traffic safety by 20% by 06/30/2021 when compared to 06/30/2019**

Action	Status	Notes
Conduct focused DUUI enforcement programs or details	On Target	There were not any DUUI events planned for October. One more event is planned for 2020.
Conduct focused distracted driving enforcement programs or details	On Target	There were not any events conducted in September. The next event is scheduled for 10/06/2020.
Conduct crash reduction enforcement programs or details	On Target	A distracted driving detail was conducted by 4 officers on 09/24/2020 from 0900-1300 hours on NE Greenwood Ave. This resulted in 38 vehicle stops, 19 citations and 18 warnings. The next event will occur between January and April, 2021.
Conduct public education and awareness programs	On Target	There was a Facebook post on 09/22/2020 regarding road closures and barricade education. The next event is scheduled for October.

**STRATEGY 5: Address livability crimes in the downtown area by increasing staffing hours by 15% over the biennium**

Action	Status	Notes
Increase patrol staffing hours focused on enforcement of Oregon laws and City ordinances	On Target	Patrol has maintained Downtown District staffing on all three shifts throughout each day.
Increase details focused on trespassing in partnership with businesses	On Target	Two more events are plan for this fiscal year. One in October and another between November and June.
Perform focused crime prevention details during night times	On Target	The last two focused events for this biennium are being planned and organized taking into account current data, COVID-19 and Downtown priorities.



## EFFECTIVE & EFFICIENT CITY OPERATION

**Goal: The City is an efficient, well-run organization that has the appropriate people, systems and processes to meet changing customer needs**

**STRATEGY 1: Seek to improve the effectiveness of governance, including consideration of referring Charter amendment(s) to November 2020 ballot**

Action	Status	Notes
Review and update Council Rules to reflect recent Charter changes approved by voters	On Target	Staff will present a phased plan to Council on 10/19/2020.
Assess the effectiveness of advisory boards to respond to items of community interest	On Target	The application process for advisory committees has been streamlined. In addition, staff continue to evolve the framework that guides decision-making and improves board and committee involvement with Council Subcommittees and during quarterly updates.
Develop a process to consider and assess potential staff resources and stakeholder processes necessary to respond to items of community interest	Delayed	This project will develop a guide that will assist Council's consideration of items of community interest that are not included in Council Goals. The proposed guide will be presented to Council in spring 2021.

**STRATEGY 2: Increase community participation**

Action	Status	Notes
Develop metrics for success by 6/30/2020	On Target	Measurable and meaningful metrics have been identified and staff is developing tools to track and share them. Baseline measurements and will be rolled out with the new tool.
Support the effectiveness of Neighborhood Associations (NA)	Complete	Action goals have been met through the hiring of a dedicated staff person for Neighborhood Associations (NAs) and the Neighborhood Leadership Alliance and increasing funding for the NAs for communications.
Develop land-use education resources	On Target	We have a comprehensive land use education plan ready to begin to implement. It involved considering community and neighborhood input. Materials are going to be developed next.

### STRATEGY 3: Increase efficiency of City operations through technology, data, and long-term planning

Action	Status	Notes
Complete comprehensive long-term facility plan, including a new City Hall and Public Works facility, aimed at meeting short- and long-term operational needs by 6/30/2021	On Target	Progress has been made on several facility decisions, including: <ul style="list-style-type: none"> <li>• Strategies are being discussed for a future Public Works Corporate Yard in Juniper Ridge, which will be further east beyond existing developments along Cooley Road</li> <li>• There is developing interest in the Boyd Acres Campus</li> <li>• An RFP for siting a new City Hall is being drafted</li> </ul>
Develop and implement a citywide Innovation Strategic Plan	On Target	This internal strategic plan was adopted by the Innovation Steering Committee in May 2020 and was presented to Council on 07/15/2020. Implementation is underway, with 8 projects complete and 35 in progress.
Complete the implementation of the Enterprise Resource Planning (ERP) system and related business process improvements	Delayed	The Online Permit Center go-live timeline has been impacted by COVID-19, vendor resource constraints, and the need to conduct additional validation work. Go-live is expected in late 2020.  Other modules, including Utility Billing, Fleet and Municipal Court are on track. Online ambulance payments went live in early October.
Develop a citywide data management program	On Target	In addition to operationalizing data governance and management programs, staff is focused providing timely access to data, both internally and to the public. An open data policy and program is under development and will be implemented in the current fiscal year.
Develop and publish a report card that rates the current state of key infrastructure and other financial obligations against industry best practices and desired service levels and guides Council decision-making	Complete	The Asset & Infrastructure Scorecard is complete and was presented to Council on 07/15/2020.
Fiscal Management in Response to COVID-19 Financial Impacts	On Target	This project was added by Council on 07/15/2020. Council received a revenue update during City Manager Report at the 10/07/2020 Council meeting.
Evaluate and Implement Virtual Public Meetings and Customer Service Solutions	On Target	This project was added by Council on 07/15/2020. All public meetings are now being held virtually through Zoom and WebEx. Staff continue to refine the technology and processes. Evaluation of possible online customer service solutions is currently under way.

**STRATEGY 4: Embed a commitment to diversity, equity and inclusion (DEI) within the City of Bend and publish DEI statistics to the public by 6/30/2020**

Action	Status	Notes
Implement a diversity, equity, and inclusion-training program for City Council, City Staff, and volunteers	On Target	Further DEI training options for Council, staff, and volunteers are being explored based on appropriate opportunities and budget.
Hire a consultant to conduct an organizational assessment	On Target	Allyship in Action (AiA) is currently working on finalizing the baseline organizational assessment data and report, which should be completed mid-October.
Establish a short-term steering committee/task force to assist in identifying the needs and priorities of underrepresented communities in Bend	Complete	AiA held two final meetings in July with the current members of the DEI short-term task force to finalize their recommendations for Council.
Establish a permanent commission/committee to develop a diversity, equity, and inclusion action plan, and seek opportunities to leverage community efforts through funding and staff support	On Target	On 08/19/2020, Council voted to create a Human Rights and Equity Commission, to be generally guided by the recommendations of the Short-Term DEI Task Force. Then, on 10/07/2020 Council approved the first reading of an Ordinance amending the Bend Code to add the Human Rights and Equity Commission.

## MODIFICATIONS

On July 15, 2020, Council removed the following projects from the Council Goal Work Plan with the intention of revisiting them in the next biennium (FY 21/23).

Goal 1:

- Develop and conduct a request for proposal (RFP) process focused on housing development that is aligned with Council goals.

Goal 2:

- Complete an updated Transportation System Development Charge (TSDC)

Goal 4:

- Consider options for Charter amendment(s) regarding incumbent Council members running for Mayor, and process for filling vacant Council positions
- Evaluate Council capacity to engage and communicate with constituents