



*Where Life is Sweet*



# **CITY OF HERMISTON, OREGON**

2018 COUNCIL GOALS

MARCH 8, 2018



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# ACKNOWLEDGEMENTS

## CITY COUNCIL

Dr. David Drotzmann, Mayor

Lori Davis, Ward I

Clara Beas-Fitzgerald, Ward II

Jackie C. Myers, Ward III

Douglas Smith, Ward IV

Manuel Gutierrez, At Large

Rod S. Hardin, At Large

John Kirwan, At Large

Doug Primmer, At Large

## MANAGEMENT TEAM

Byron D. Smith, City Manager

Mark Morgan, Assistant City Manager

Mark Krawczyk, Finance Director

Bill Schmittle, Recycled Water Superintendent

Chuck Woolsey, Building Official

Clint Spencer, Planning Director

Jason Edmiston, Police Chief

Larry Fetter, Parks and Recreation Director

Mark Rose, Library Director

Nate Rivera, General Manager

Ron Sivey, Streets Superintendent

Dalia Madrigal, Court Administrator

Roy Bicknell, Water Superintendent

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# INTRODUCTION

In February 2018, the City Council convened with the City of Hermiston Leadership Team to conduct a focused, meaningful, and enjoyable retreat to gain understanding of progress on current goals, identify and discuss challenges, and develop and document goals for the upcoming year.

A facilitator led the group through a day-long discussion where we reviewed the vision and values for Hermiston, the management shared updates from their departments and progress from the Council's 2017 goals, and we identified goals and strategies for 2018 and beyond. Following our discussion, the management team review the broad goals and strategies discussed during the retreat and refined the strategies and identified estimated timelines for this work. In the pages which follow you will see a summary of this discussion and the work plan for 2018.

The City Council's leadership in setting high-level goals for the community is important to the organization's work. We have a cohesive and collaborative team to achieve these goals and address community challenges. Working together, the City Council, City staff and the community have much to look forward to.

Sincerely,

Byron D. Smith  
City Manager  
March 8, 2017



# VISION + CORE VALUES

*The City of Hermiston aspires to support an excellent community. We strive to provide courageous leadership to create an inclusive community while providing an affordable, livable and growing economy.*



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The management team shared presentations to provide updates on the 2017 goals and share other updates from work in the organization. These updates were helpful to inform the Council of work that has been completed or is still underway and provides context for setting goals for 2018.

## 2017 COUNCIL GOALS:

### GOAL 1: LIVABILITY

- 1.1 Family/Youth Facility
- 1.2 Aquatic Facility
- 1.3 Festival Street
- 1.4 Downtown Revitalization

### GOAL 2: EOTEC

- 2.1 Completion of Construction
- 2.2 Management Structure

### GOAL 3: ECONOMIC DEVELOPMENT

- 3.1 Housing
- 3.2 Retail
- 3.3 Water
- 3.4 Jobs/Primary Economic Development

### GOAL 4: CAPITAL IMPROVEMENT PLAN (CIP)

- 4.1 Complete the Plan/Prioritize Projects
- 4.2 Identify Funding



## DEPARTMENT UPDATES:

### 1. PARKS AND RECREATION

- Harkenrider Center under construction
- Community Center
  - Transition and upgrades complete
  - New partnerships for performing arts programs
  - The center is booked for 2018
- Festivals
  - Funfest
  - Winterfest
  - Farmers Market (possible transition to new location)
  - Cinco de Mayo moving to EOTEC
  - Clean Sweep/Recycle
- Facilities
  - Parks and Trails Master Plan Update
  - Sunset Park completion
  - Steelhead Passive Park Concept
- Recreation/Aquatic Center
  - Feasibility Study w/ ALSC Architects
  - Task Force to consider funding options, location, and site amenities

### 2. LIBRARY

- Hermiston wants you to READ
- Children and teen events
- Adult programs (books, yarn, photography, etc.)
- Summer reading success



### 3. POLICE

- Hermiston is ahead of national trends in clearing crimes
- Mental health crisis intervention training
- 21st century police reporting
- Addressing opioid use
  - Drug takeback events
  - Mapping overdoses
  - Internal communications – educate and enforce

### 4. EOTEC

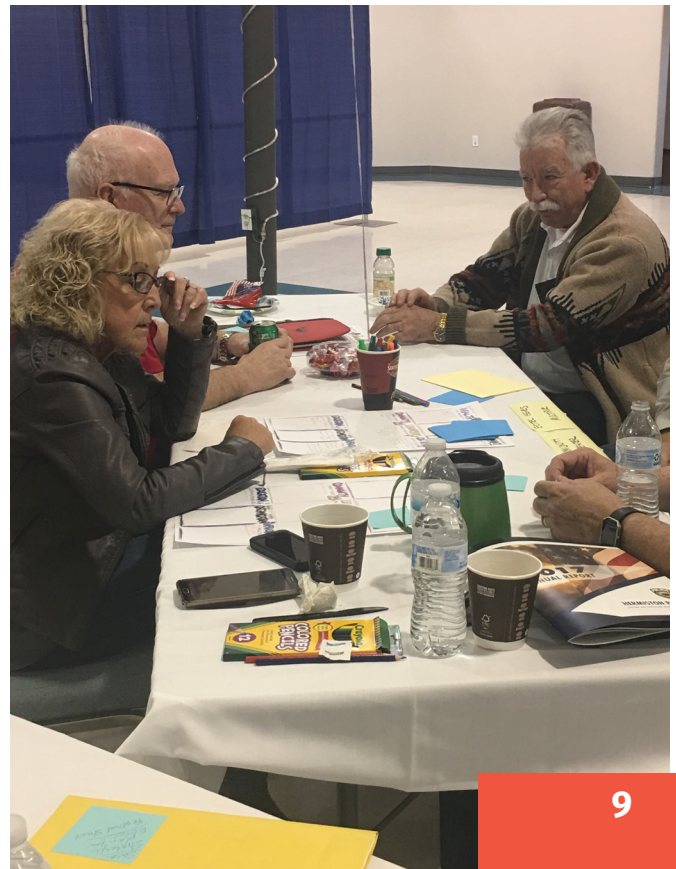
- VenuWorks helped to recruit new, experienced manager
- Management of center is transitioning to the City
- Looking to conduct outreach for a strategic plan

### 5. FINANCE

- In past years, the City has been conservative
- Positive trends in revenue streams
- Property tax revenue has increased with increased assessed value
- City expenditures have been managed well, the City has spent money wisely
- The City has a healthy reserve level

### 6. HOUSING

- This is a driver of economic development
- City is making policy changes to expand housing options
- Neighborhood commercial zone will allow for more multi-family housing
- 60 houses built and 105 lots approved





## 7. CIP

- Long-range planning is 95% complete
- Project have been inventoried and work is starting
- City is able to leverage outside funding
- City can stimulate housing through capital investments

## 8. ECONOMIC DEVELOPMENT

- Hermiston accounts for 95% of County's job growth
- Hospital women's center will create new jobs
- Lamb Weston will bring 170 new jobs – regional wastewater coordination
- Hermiston Foods closed, but there is already a new prospect for this site. While we experience a loss in seasonal jobs, the new prospect brings opportunity for new full-time, living-wage jobs
- VA Data has the potential for 200 more jobs
- Downtown updates
  - New hotel is operational
  - Maxwell Center improvements
  - 2nd Street improvements

## 9. FESTIVAL STREET

- Community engagement on project design
- The project has been designed and the scope is complete
- The bid has been awarded and construction is underway
- The is the centerpiece of Urban Renewal and addresses two of the Council's 2017 goals



# LOOKING AHEAD: 2018 COUNCIL GOALS

The management team and Council identified high level goals, specific strategies, and an estimated timeline for each strategy. Each strategy was assigned a lead department to oversee the implementation and progress of each goal. Staff looks forward to providing updates to the Council and community regarding these goals over the coming year.

GOAL	STRATEGIES	PROJECT LEAD	SCHEDULE
<b>GOAL 1: RECREATION AND AQUATIC CENTER</b>			
	Conduct Phase I: feasibility study	L. Fetter	Complete June 30
	Research Funding Opportunities (Wild Horse, KROC, Gates, Meyer, GSH, Wal-Mart, Trump, Ford, UEC, Parks and Rec District (West County))	L. Fetter/ M. Krawczyk	TBD
	Explore Operation Opportunities (ie. YMCA, etc.)	L. Fetter	TBD
<b>GOAL 2: EOTEC</b>			
	Conduct Strategic Planning Process	B. Smith/ VenuWorks	Complete June 30
	Finalize Final County Exit Plan	B. Smith	Complete March 15
	Assess and Prioritize Infrastructure Needs	B. Smith	Complete December 31
	Support and Monitor Venuworks	B. Smith	Complete December 31
	Develop Oversight Structure	B. Smith	Complete May 15
	Evaluate Further Partnerships on Event Space	L. Fetter	Complete May 1
	Facilitate Road Improvements	B. Smith	Complete May 1, 2019

GOAL 3: HOUSING			
	Study and Report on Incentive Options and Strategic Partners	M. Morgan/ N. Rivera	Complete November 30
	Complete Water Tank Design	M. Morgan/ R. Bicknell	Complete December 1
	Complete Diagonal Road Rezoning	C. Spencer	Complete June 1
	Implement Round-2 Housing Rehab Revolving Loan Program	M. Morgan/ C. Woolsey	Complete April 30
GOAL 4: CAPITAL IMPROVEMENT PLAN (CIP)			
	Adopt Water/Sewer CIP	M. Morgan	Complete June 1
	Implement 2018 Water/Sewer Projects as Adopted	M. Morgan/ R. Bicknell/ B. Schmittle	Complete December 31
	Develop HES Construction Work Plan	N. Rivera	Complete September 1
	Adopt Sidewalk Infill Construction Plan	M. Morgan/ R. Sivey	Complete November 1
	Complete Newport Park Area Street Reconstruction	M. Morgan/ R. Sivey	Complete August 15
	Complete South 1st Street Box Culvert Design	M. Morgan/ R. Sivey	Complete September 1
	Complete Geer/Harper Intersection Design	M. Morgan/ R. Sivey	Complete August 1
	Complete Hermiston Avenue Overlay Design	M. Morgan/ R. Sivey	Complete December 31
GOAL 5: DOWNTOWN			
	Complete Harkenrider Center Construction	L. Fetter	Complete April 30
	Complete Harkenrider/Library Parking	Larry/R. Sivey/ M. Rose	Complete August 31
	Complete Festival Street Construction	C. Spencer	Complete June 1
	Implement Hanging Baskets	L. Fetter	Complete June 1
	Host a Ribbon Cutting Festival (Harkenrider/Festival Street)	C. Spencer/ L. Fetter	Complete September 15
GOAL 6: WORKFORCE RECRUITMENT & DEVELOPMENT			
	Host a Workforce Summit	B. Smith/ M. Morgan	Complete September 30
	Coordinate a Plan to Improve Trade Skill Training (with partners: Hospital, HSD, BMCC, Port, EOUC, Employers, Chamber)	B. Smith/ M. Morgan	Complete November 15
	Report Back on Current Situation	B. Smith	Complete October 31
	Explore Strategic Job Outreach Options	B. Smith	Complete October 31
	Complete Workforce Transit Plan	M. Morgan	Complete December 31