



*Where Life is Sweet*

# CITY COUNCIL GOALS

**CITY OF HERMISTON**

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**2020/21**



## INTRODUCTION

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The City of Hermiston is pleased to present the summary of their annual goal-setting retreat. The City Council and Management Team conducted a two-day retreat January 10-11, 2020 to review the Council's goals, discuss current community projects and issues, and provide City staff with direction regarding the Council's priorities for the coming years. The City hired a professional facilitator, Sara Singer Wilson of SSW Consulting to prepare and guide the group through their discussion. In advance of the retreat, Sara conducted outreach with the Council and staff to discuss their goals and expected outcomes for the retreat. The agenda for the discussion was based on the following outcomes identified through the outreach process:

- » Update the annual goals and action plan;
- » Develop a strong and collaborative team that is prepared to lead;
- » Foster accountability through commitment to an action plan; and,
- » Develop a clear understanding of Hermiston's challenges and opportunities, and align goals and actions accordingly.

The City Council and staff worked closely together to identify goals for the next five years that would build on the work and success of previous years, while also addressing new challenges and/or shifting community needs. The City will work on these goals in addition to maintaining high-quality core City services.

The team's engagement and participation was much appreciated, and we look forward to working together with the community and our partners as we set out to achieve these goals.

-City of Hermiston City Council + Management Team



# COUNCIL GOALS 2020/21

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# OUR TEAM

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## CITY COUNCIL

DR. DAVID DROTZMANN, Mayor  
LORI DAVIS, Ward I  
ROY BARRON, 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

## CITY MANAGEMENT TEAM

BYRON SMITH, City Manager  
MARK MORGAN, Assistant City Manager  
MARK KRAWCZYK, Finance Director  
CHUCK WOOLSEY, Building Official  
CLINT SPENCER, Planning Director  
JASON EDMISTON, Police Chief  
LARRY FETTER, Parks and Recreation Director  
MARK ROSE, Library Director  
NATE RIVERA, HES General Manager  
MOLLIE CROISAN, Court Manager  
ROY BICKNELL, Water Superintendent  
BILL SCHMITTLE, Wastewater Superintendent  
RON SIVEY, Streets Superintendent

## CONSULTANT/FACILITATOR

SARA SINGER WILSON, Principal/Owner



SSW CONSULTING

# VISION + 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.



# SETTING THE CONTEXT

## 2019 GOALS + PROJECTS CURRENTLY UNDERWAY

In addition to providing everyday City services such as processing customer service requests, permitting, providing safe drinking water, public safety and more, City staff presented other major projects which are currently underway. This information was shared with Council to set the context regarding the volume of work City staff is already committed to.



### ECONOMIC DEVELOPMENT

The City is working on the development of a Local Improvement District (LID). The estimated timeline includes a federal award, Council approval, and design engineering in spring 2020, bids and financing in fall 2020 and construction commencing in winter 2020/21.

The City has continued their work with the retail consultants, and there has been interest from franchisees that are looking at available space.



### HEALTH, WELLNESS + AQUATIC CENTER

The Aquatic Center remains in high demand by the community. The City completed a preliminary study which analyzed economic opportunities, youth program opportunities, regional demand, tourism, and community livability. It was determined that Hermiston would need about 55-67K square feet, and the center is estimated to cost \$25-27 million. The next steps include finding a 10-acre site, developing partnership agreements with other agencies, and securing capital.



### HOUSING

The City has been stimulating housing through infrastructure investments such as the water tower and other major public works projects. This has resulted in 120 new units permitted in 2019, with other housing projects approved which will develop with continued market demand. The City will benefit from an increased assessed valuation for new homes with a project impact of approximately \$10 million.



### EOTEC

The City completed the EOTEC Strategic Plan in 2019. The Advisory Committee was expanded is working on advancing the goals outlined in the strategic plan. An architect was hired to develop a new Master Plan for the property. The City continues to work on parking issues and meeting demands for large events.



## CAPITAL IMPROVEMENT PLAN

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The City has continued work on its Capital Improvement Plan (CIP). The CIP has served as an instrumental guide in planning, funding, and managing the City's infrastructure. In 2019, the City improved water infrastructure through SCADA system updates and the Geer Rd. water line replacement. The City has completed two years of street improvements, completing emergency projects and now moving towards proactive maintenance work. The project coordination is improving to enhance efficiency and by coordinating maintenance schedules of street, water, and sewer projects. The City completed the First Street bridge replacement, W. Hermiston Avenue overlay project, the recycled water pump station upgrade and system evaluation, and is working with the County on improving County roads within the City.



## CIVIC FACILITIES

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The City evaluated the need for a new City Hall. A preliminary concept plan was completed that presented a three-level building, includes space for the organization to grow and/or provide lease space in the interim, and assumes the use of the existing site. The City would be required to purchase the adjacent property to meet parking requirements and add to the overall downtown parking. The cost for a new 15,000 sf building is estimated to be \$5.5-6 million.

There was a recent fire in the existing building resulting in insurance money that could repair the building or go towards a new building if the Council is interested in moving forward with this project.



## PUBLIC SERVICES PERSONNEL

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The City hired a firm to assist with public communications. A city staffing analysis is currently underway, and the City completed a compensation and classification study with results that were aligned with the market. We are working on a Council compensation analysis as well as a cost allocation study to increase cost/fee transparency.

## OTHER UPDATES

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City staff also provided updates on the following topics:

### ENTERPRISE ZONE

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The City has been working on two agreements with Lamb Weston and Amazon. These agreements will result in additional future funding. The City's general fund will also see a boost in franchise fees when the data center comes online.

### ALTERNATIVE REVENUE SOURCES

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Staff presented information about alternative revenue sources that could be considered. The following revenue sources are examples used by other communities:

1. Utility based fee
2. Franchise fee on water/sewer
3. Business license or occupancy fee
4. Sales tax/gas tax
5. Remove stepped rate on TRT
6. Cannabis shops

# COUNCIL GOALS FOR 2020-2024

The Council reviewed all projects from staff's presentation and the Council discussion that followed. They convened in small groups to discuss the ideas and their top priorities. These priorities were mapped during a group discussion to look for emerging common themes. This list of priorities will be addressed by the organization in their work plan in addition to the projects already underway and their commitment to delivering quality City services to the Hermiston community. The Council will reconvene as needed to discuss progress on these projects and make updates where needed.

GOALS + PROPOSED STRATEGIES	STAFF LEAD	TIMELINE
<b>GOAL 1: ENGAGE THE COMMUNITY ON IMPORTANT ISSUES AND THE DEVELOPMENT OF A VISION FOR THE CITY</b>		
Select a consultant to assist in developing a plan for the community vision	Byron	1-2 Years
<b>GOAL 2: EXERCISE FISCAL PRUDENCE</b>		
Conduct a study of long-range financial scenarios	Mark K./Byron	1-2 Years
Evaluate all of the City's system development charges (SDCs)	Mark M./Clint	1-2 Years
Evaluate all city fee levels (including credit card convenience fees)	Mark K./Lilly	1-2 Years
<b>GOAL 3: SUPPORT THE DEVELOPMENT OF HOUSING TO MEET THE DEMANDS OF HERMISTON'S INCREASING WORKFORCE</b>		
Fund infrastructure improvements that support the development of new housing and enhance overall community livability	Mark M.	1+ Years
Investigate available tools to improve Hermiston's neighborhoods through code enforcement and beautification efforts that enhance overall community livability	Clint	1-2 Years
Conduct a housing market study to understand the best investment options for public investments	Mark M./Clint	1-2 Years
Analyze business case for 55+ living	Clint	1-2 Years



GOALS + PROPOSED STRATEGIES	STAFF LEAD	TIMELINE
<b>GOAL 4: SUPPORT HERMISTON'S LOCAL ECONOMY THROUGH ATTRACTING NEW BUSINESSES AND CONNECTING THE WORKFORCE WITH JOB OPPORTUNITIES</b>		
Partner with existing workforce development efforts to educate companies on alternative hiring options	Mark M./Mollie	3-4 Years
Support the completion and build out of South Hermiston Industrial Park	Mark M.	1-2 Years
<b>GOAL 5: INVEST IN HERMISTON'S TRANSPORTATION INFRASTRUCTURE TO MEET GROWTH DEMANDS AND IMPROVE OVERALL TRAFFIC FLOW</b>		
Fund the realignment project for Geer/Harper	Mark M.	1-2 Years
Extend Gettman Rd from 207 to 395	Byron/Mark M.	3-4 Years
Complete an analysis of the River Bridge	Mark M./Byron	1-2 Years
Initiate a Discussion with ODOT on ways to Improve Lighting on 395	Mark M./Byron	1-2 Years
Analyze a borrowing strategy for street improvements	Mark K./Byron	1-2 Years
Analyze a one-way street strategy for Orchard/Hermiston Avenue	Mark M./Ron	3-4 Years
<b>GOAL 6: IMPROVE THE COMMUNITY'S ACCESS TO JUSTICE</b>		
Finish improvements to Court administrative processes	Mollie/Byron	1-2 Years
Take back adjudication of A Misdemeanors	Mollie/Byron	1-2 Years
<b>GOAL 7: PROVIDE CITY FACILITIES THAT MEET THE CURRENT AND FUTURE NEEDS OF THE HERMISTON COMMUNITY</b>		
Prepare a City facilities plan/assessment in connection with the community vision	Byron	3-4 Years
Prepare a feasibility plan including partnerships and community support for action related to a possible Health Wellness and Aquatic Center	Byron/Larry	1-2 Years

# GRAPHIC SUMMARY



# WORKING TOGETHER

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The City Council and staff discussed what they need to be effective and work together as a team to advance these priorities. Below is the team commitment that will contribute to their collective success.

## WE WILL...

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- » Be engaged, informed and prepared
- » Conduct quarterly check-ins on goals
- » Provide Council with more data and information to ensure informed decisions
- » Engage the community, understand perceptions, and gather input
- » Develop a shared vision that defines success and work strategically to achieve it
- » Remember the importance our day-to-day core services and be aware of future impacts of community growth
- » Provide direct feedback, understand that feedback or disagreements are not personal, and change the course if needed

PREPARED BY:



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