



Where Life is Sweet

2021 City Council Goals

Draft Prepared February 22, 2021



Introduction

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 22-23, 2021 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 contracted with SSW Consulting, a professional strategic planning and facilitation firm to prepare and guide the group through their discussion. In advance of the retreat, SSW conducted outreach with the Council and staff to discuss community challenges, opportunities, and priorities on the horizon. During the outreach process, the team acknowledged the need to streamline the goals this year in light of the many challenges presented in 2020. A desire was expressed to continue building on the goals from 2020 that may have been delayed due addressing other critical issues presented by the pandemic. The agenda for the discussion was based on the following outcomes identified through the outreach process:

- » Identify shared, achievable goals to guide the City in 2021;
- » Consider how the team can build on and refine the goals from 2020 and focus on community recovery;
- » Build a strong, cohesive team to advance the goals;
- » Get to know the team members and enhance the partnership of Council and staff; and,
- » Review the roles and responsibilities of all team members and develop a team agreement to guide us in the year ahead.

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 City Council and staff 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

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Our Team

City Council

Dr. David Drotzmann, Mayor
Lori Davis, Ward I
Roy Barron, Ward II
Jackie C. Myers, Ward III
Phillip Spicerkuhn, Ward IV
Maria Duron, At Large
Rod S. Hardin, At Large
Nancy Peterson, At Large
Doug Primmer, At Large

Management Team

Byron Smith, City Manager
Mark Morgan, Assistant City Manager
Mark Krawczyk, Finance Director
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
Lilly Alarcon-Strong, City Recorder

Facilitated By

Sara Singer Wilson, Principal/Owner
SSW Consulting

Vision + Values



Vision 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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- Values**
- › Generosity
 - › Inclusiveness
 - › Excellence
 - › People
 - › Integrity
 - › Strong Work Ethic



In 2020, the City began the Hermiston 2040 project to engage the community on the development of a shared community vision and values. For more information, visit www.hermiston.or.us.

Setting

The Context

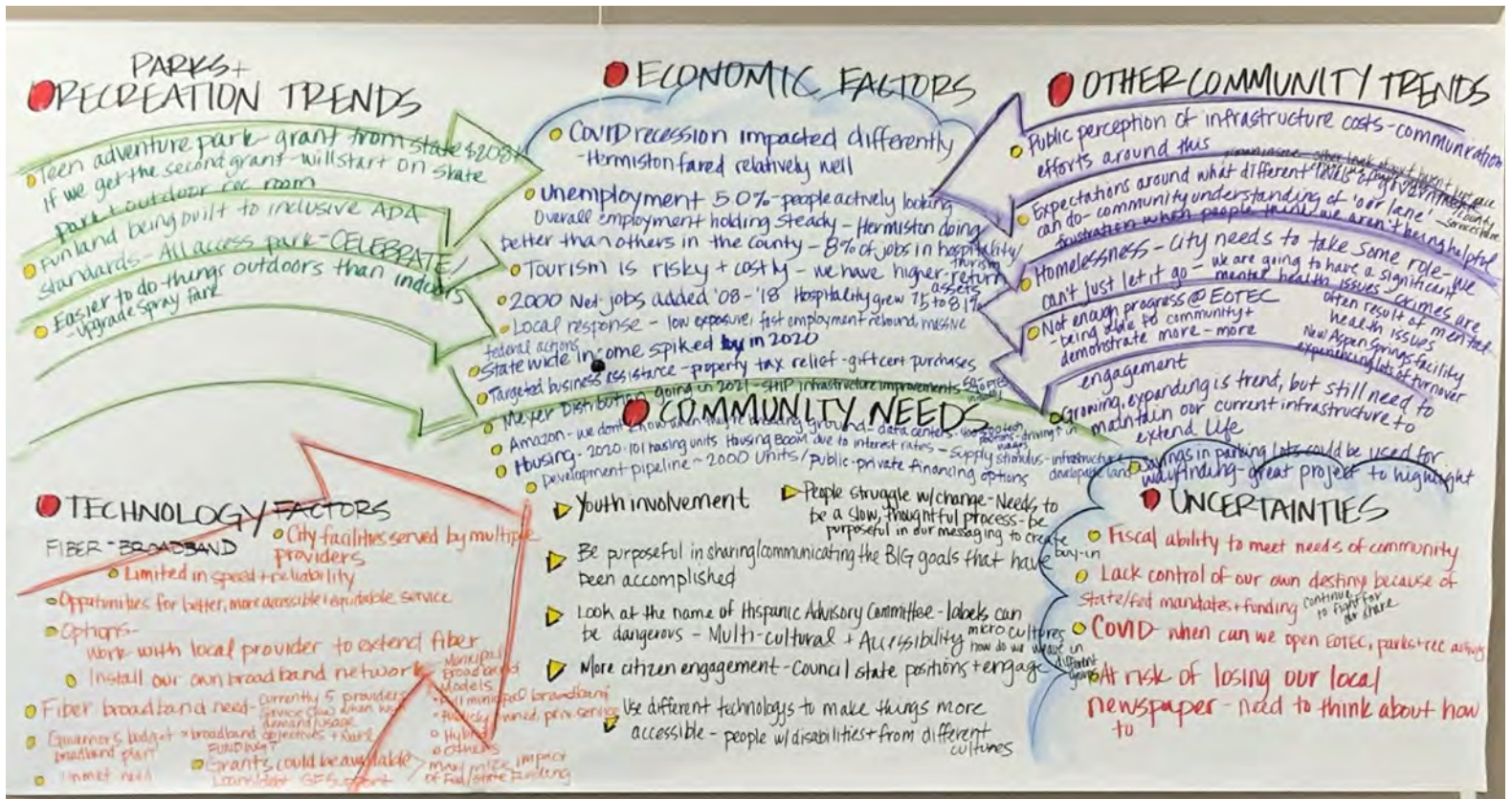
City Staff shared updates on the goals from 2020 in addition to other projects on the horizon. This information was mapped in the graphics below:



Context Map

The City Council and Staff discussed other various topics to help establish a shared context for the goal setting process. These topics included parks and recreation updates, economic factors, technology factors (including fiber and broadband), community needs, uncertainties, and other community trends.

All organizations work in a context, there are larger environmental forces and trends that shape what is and is not possible just as much as the internal capacities and capabilities of a group. This context map develops a big-picture view of the Hermiston environment and increases understanding of complex situations. This exercise assisted the team in establishing their common backdrop for the goal-setting.



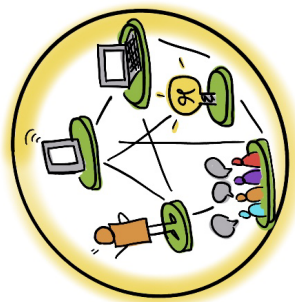
2021

Goals

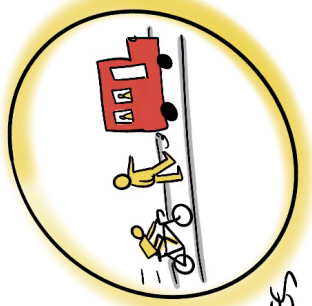
Goal	Actions	Project Lead	Timeline
Goal 1: Develop an engagement and communication infrastructure to provide accessible engagement opportunities	> Improve two-way communication	Byron S.	12/31/21
	> Break down barriers to participation and increase multi-cultural engagement	Byron S.	12/31/21
	> Embrace technology to improve outreach alternatives	Byron S.	12/31/21
	> Complete the community vision process	Byron S.	11/30/21
Goal 2: Exercise fiscal prudence and adhere to budgeted expenditures to improve financial sustainability	> Develop a plan to recover from COVID and return to healthy fund balances	Byron S./ Mark K.	05/31/21
	> Evaluate Hermiston's System Development Charges (SDCs)	Mark M.	08/01/21
Goal 3: Support the development of housing to provide diverse and affordable housing options	> Develop Green property for Senior Housing	Mark M.	09/01/21
	> Fund infrastructure improvements to support new housing and enhance livability	Byron S./ Mark M.	Ongoing
Goal 4: Invest in transportation infrastructure to improve mobility and support growth	> Fund the Geer/Harper road improvements	Mark M.	12/31/23
	> Extend Gettman Road	Byron S./ Mark M.	12/31/24
	> Complete the River Bridge Analysis	Byron S./ Mark M.	10/31/21
Goal 5: Foster community partnerships to address local and regional issues	> Develop partnerships with mental health service providers to connect people with services	Byron S./ Jason E.	09/01/21
	> Enhance partnerships with EOTEC stakeholders	Byron S./ Al D.	10/01/21
	> Convene a regional conversation on homelessness with the County, neighboring cities, and other service providers	Byron + Others	07/01/21

Goal	Actions	Project Lead	Timeline
Goal 5: cont.	> Develop partnerships with childcare providers and youth programming providers	Byron S./ Larry F.	07/01/22
	> Improve partnerships with the local business community	Byron S./ Mark M.	07/01/21
	> Work with health care providers, the State and County in providing information and access to the COVID-19 vaccine	Byron S.	12/01/21
	> Develop partnerships with the County, State and Federal agencies to support transportation investments	Byron S./ Mark M.	Ongoing
Goal 6: Plan for City facilities that meet current and future needs	> Explore broadband/fiber options to support City facilities	Byron S./ Nate R.	10/31/21
	> Conduct a City facilities assessment	Byron S.	03/31/23
	> Complete a feasibility study for the Health, Wellness, and Aquatic Center	Byron S. + Others	03/31/23

HERMISTON 2021 COUNCIL GOALS



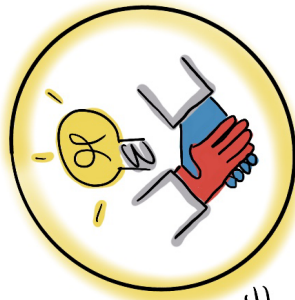
DEVELOP AN
**ENGAGEMENT +
COMMUNICATION**
INFRASTRUCTURE TO
PROVIDE ACCESSIBLE
ENGAGEMENT OPPORTUNITIES



INVEST IN
TRANSPORTATION
INFRASTRUCTURE TO IMPROVE
MOBILITY + SUPPORT GROWTH



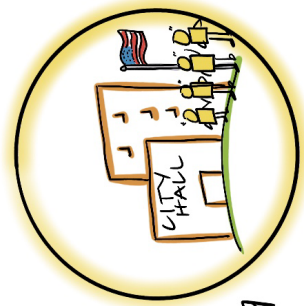
EXERCISE
**FISCAL
PRUDENCE**
+ ADHERE TO BUDGETED
EXPENDITURES TO IMPROVE
FINANCIAL SUSTAINABILITY



FOSTER
**COMMUNITY
PARTNERSHIPS**
TO ADDRESS LOCAL +
REGIONAL ISSUES



SUPPORT THE
DEVELOPMENT OF
Housing
TO PROVIDE DIVERSE +
AFFORDABLE HOUSING
OPTIONS



PLAN FOR
**CITY
FACILITIES**
THAT MEET CURRENT +
FUTURE NEEDS

Roles, Responsibilities + Team Agreement

Team Agreement

Be positive and work together as a team

- > Remember to celebrate
- > Positive, move forward with good intention
- > Shared responsibility between Council and Staff - coalition builders and advocacy to advance goals

Engage others and leverage resources to accomplish our goals

- > Keep ALL of the population and partners in mind - our residents are our main focus
- > Share resources, be creative about where/how we seek out resources
- > Flexibility and openness to other points of view

Maintain strong core services and support goals that reflect community needs

- > Don't forget to maintain strong core services - keep the main thing, the main thing
- > Goals should be living goals - make adjustments as needed
- > Don't reinvent the wheel
- > Provide clear objectives

Maintain good communication channels between the Council and Staff

- > Accurate, timely information, fiscal impact - staff lets Council know if it's not responsible to move forward on something
- > Ongoing direct and early communication
- > Monthly meetings with the City Manager

Roles + Responsibilities

The Council reviewed the background information regarding the Council-Manager form of government, and roles and expectations of Council and Administration. This discussion provided context for the goal setting discussion as well as assisting the team in thinking about their team agreement.

COUNCIL + ADMINISTRATION ROLES + EXPECTATIONS

● HOW THE ROLES EVOLVED

GOVERNANCE 101
Forms of Government:

- ▣ COMMISSION
- ▣ MAYOR COUNCIL
- ▣ COUNCIL MANAGER

COUNCIL

POLICY PARTNERSHIP

- Sets the 'what'
- Represents constituents + keeps staff informed
- Sets goals, priorities, + direction
- Approves contracts + budgets

ADMINISTRATION IMPLEMENTATION

- Determines the 'how'
- Provides technical expertise
- Aligns goals with resources
- Carries out projects + programs

THE POLITICS-ADMINISTRATION DICHOTOMY

Theory that constructs the boundaries of public administration + asserts the normative relationships between elected officials + administrators in a democratic society

EXPECTATIONS PARTNERSHIP

- Clear direction / make decisions
- Present, engaged, informed Be prepared for what you're voting on
ASK QUESTIONS
- Communicate w/ City Manager
- ONE body

EXPECTATIONS

- High performing organization
- Keep Council informed
- Assume good intent from Council + stay informed/engaged in Council meetings
- Provide best ^{quality} technical info we can
- Neutral advice - recommendations
- Act in ethical + socially responsible way

- Remember to Celebrate!
- Clear objectives - definable stretch further projects
- Share resources + be creative about where/how we seek out resources
- Changing direction communication
- Flexibility + openness to others' points of views
- Don't reinvent the wheel
- Shared responsibility between Council + Staff - Coalition builders have way to advance goals w/ legal
- Accurate, timely information, fiscal impact - staff lets Council know if it's not responsible to move forward on something
- Keep ALL of the population + partners in mind - our residents main focus
- Don't forget to maintain strong core services - keep the main thing, the main thing the main thing
- Positive, move forward with good intent
- Goals should be living goals - adjustments needed
- Monthly meetings w/ City Manager

2021 COUNCIL + STAFF TEAM AGREEMENT



Where Life is Sweet

FOR SUCCESS



BE POSITIVE

WORK TOGETHER

AS A TEAM

Remember to celebrate

- Be positive, move forward with good intention
- Shared responsibility between Council + Staff - we are coalition builders + advocates to advance the goals



ENGAGE + LEVERAGE

OTHERS

RESOURCES TO ACCOMPLISH OUR GOALS

- Keep ALL of the population + partners in mind - our residents are our main focus
- Share resources + be creative about where/how we seek resources
- Be flexible + open to other points of view



MAINTAIN STRONG

CORE SERVICES

+ SUPPORT GOALS THAT REFLECT COMMUNITY NEEDS

- Maintain our core services - keep the main thing the main thing
- Goals are living goals - make adjustments as needed
- Don't reinvent the wheel
- Provide clear objectives



- Provide accurate + timely information - include fiscal impacts
- Provide ongoing, direct, + early communication
- Council members + City Manager will meet monthly



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