

City of Hermiston

2022 COUNCIL GOALS



Where Life is Sweet

March 30, 2022

Prepared by:



SSW CONSULTING
www.sarasingerwilson.com



Introduction

The City of Hermiston is pleased to present the summary of their annual goal-setting retreat. The City Council and Management Team convened a two-day retreat on February 2-3, 2022 to review the community context and themes from the Hermiston 2040 Community Vision project, identify Council focus areas and refine goals to align with community needs to provide direction to City staff regarding Council's priorities for the year ahead. The City partnered with Sara Singer Wilson of SSW Consulting to facilitate the discussion and guide the Council through the goal refinement process. In advance of the retreat, SSW Consulting conducted outreach with the Council and staff to identify and discuss their goals and expectations. The outreach resulted in the following goals for the workshop:

TEAM	CONTEXT	NEED ALIGNMENT	MEASURABLE
Build a cohesive team among the City Council and staff to move the goals forward	Examine the community context and themes from the Hermiston 2040 vision project to inform the goals	Refine our goals to align with community needs and address short-term and long-term needs	Define clear, measurable outcomes for goals

The City Council and staff revisited the goals from their previous retreats to reflect on themes and trends over the years, celebrate accomplishments, and recenter around community priorities to refine their goals for the year ahead. These goals build on the work and success of previous years as well incorporate community priorities and ideas identified through the Hermiston 2040 community visioning process.

In addition to implementing the Council goals, the City will continue to focus on its daily work of providing high-quality core services to Hermiston residents.

City Council and staff encourage the Hermiston community to review goals, share your feedback, and stay engaged. We look forward to collaborating with the community and our partners to achieve these goals together.

-City of Hermiston City Council + Management Team



HERMISTON 2040

On January 24, 2022, the City Council adopted the Hermiston 2040 Community Vision + Action Plan, a shared blueprint for the next twenty years to help align shared resources and guide future decision-making, including investments, partnerships, and community collaboration. The goals and actions outlined in the vision are a direct reflection of wide-reaching and inclusive community outreach with thousands of community residents, culminating in over 3,600 ideas to make Hermiston the best place to live, work, play, and learn for years to come. With the adoption of the vision, the City is embarking on the implementation plan to bring it to life.

The Community Vision + Action Plan provided valuable context to the 2022 Council goal refinement process and served as a framework to align Council goals and community priorities under the four Vision goal areas:

- GROWING + PROSPEROUS HERMISTON**
- SAFE + HEALTHY HERMISTON**
- CONNECTED + ENGAGED HERMISTON**
- SUSTAINABLE HERMISTON**



Our Team

City Council

DR. DAVID DROTMANN, MAYOR
LORI DAVIS, WARD 1
ROY BARRON, WARD 2
JACKIE C. MEYERS, WARD 3
PHILLIP SPICERKUHN, WARD 4
MARIA DURÓN, AT LARGE
ROD. S. HARDIN, AT LARGE
NANCY PETERSON, AT LARGE
DOUG PRIMMER, AT LARGE (COUNCIL PRESIDENT)

Facilitator

SARA SINGER WILSON, PRINCIPAL/OWNER
SSW CONSULTING

Leadership Team

BYRON SMITH, CITY MANAGER
MARK MORGAN, ASSISTANT CITY MANAGER
MARK KRAWCZYK, FINANCE DIRECTOR
CLINT SPENCER, PLANNING DIRECTOR
JASON EDMISTON, POLICE CHIEF
BRANDON ARTZ, PARKS AND RECREATION DIRECTOR
MARK ROSE, LIBRARY DIRECTOR
NATE RIVERA, HES GENERAL MANAGER
JILLIAN VILES, COURT ADMINISTRATOR
RICHARD TOVEY, CITY ATTORNEY
LILLY ALARCON-STRONG, CITY RECORDER



HERMISTON 2040 COMMUNITY VISION

**A COMMUNITY WHERE FRIENDLINESS AND OPPORTUNITY
ABOUND.**

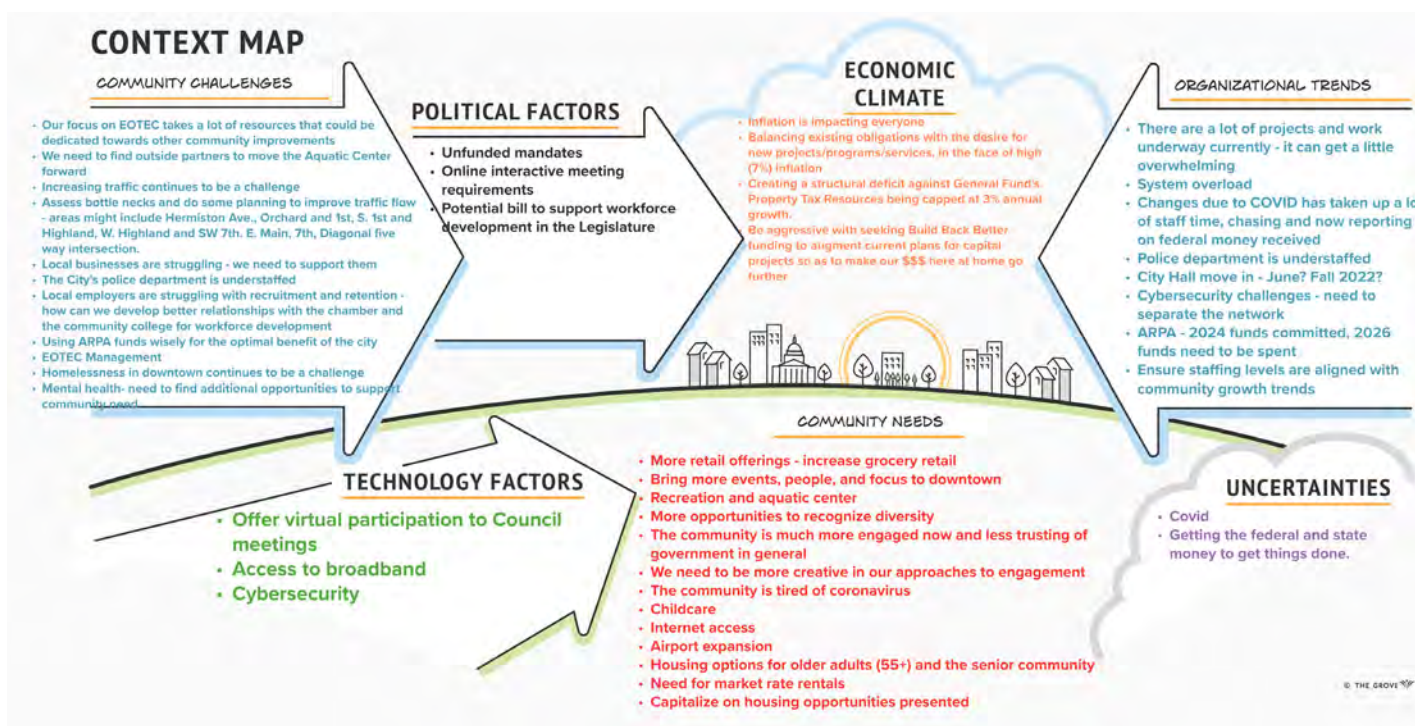
Welcome to Hermiston. Where life is sweet and our future is sweeter.

In 2040, Hermiston is a community where everyone is welcome – whether you're visiting or looking for a place to call home, we provide a safe, beautiful, and close-knit community where neighbors help one another, and friendliness and opportunity abound. From a booming economy to recreational amenities, we have big city services rooted in small-town values.



Setting the Context

In order to plan for the future, it is critical to assess where the organization and community is today. City Council and staff underwent a context mapping exercise to explore the larger environmental factors influencing the community of Hermiston, including the economic climate, political factors, community needs, technology factors, organizational trends, and uncertainties. This exercise offers a birds-eye view of the Hermiston environment and lays the foundation of common understanding for the goal-setting process. This information was mapped in the graphic below:



ACCOMPLISHMENTS

Taking the time to recognize achievements demonstrates organizational effectiveness to the community as well as contributes to and sustains the organization's culture. Celebrating accomplishments acknowledges the hard work of staff and builds unity among colleagues, which strengthens team morale and sets the tone for achieving future goals. The graphic below highlights the City's major accomplishments in 2021. Some highlights include continuing to provide high-quality City services under stressful conditions of the COVID-19 pandemic, near completion of the new City Hall, record-breaking number of permits for new homes, improving cyber-security defenses, and continued focus on city growth.

Hermiston 2022 Council Retreat - Accomplishments



ACCOMPLISHMENTS

Funland completion and dedication

We found out how flexible we really were - staff being flexible in working in different conditions during the construction process. Really proud of how they came together as a team. Proud of our employees.

Record breaking number of permits for new home

We are starting to do more things regionally - working more closely with Umatilla and the County - homelessness, the Umatilla bridge, etc.

People seemed pretty pleased with our city - we are moving forward. We had more housing units constructed this past year than we have in the past.

New parks and rec director

2040 Vision completed

We have kept going and have remained optimistic. As concerns have been raised, we have addressed them directly. We continue to have great collaboration between staff and council

2040 - we have a roadmap of what the community wants. This community engagement is important.

20 Year SDC Fee Schedule Adopted -SHIP Industrial Park Improvements Complete

Umatilla River Bridge Analysis Complete

Housing is having a boom - we have more people, when is it enough growth to get some of the things we need here. At a bare minimum - Fred Meyer, target, etc.

City staff has always operated "lean" with regard to resources. A tremendous amount of work has been accomplished in the area of economic development which leads to an increase in revenues. The amount of construction in our area is impressive.

Working on housing - lots of housing coming in. It would be nice to see more multifamily.

Population continues to grow - a lot of that has to do with housing development. Seeing this progress - this is huge for us. More to be done here

Hermiston's housing market is building more homes than we have seen for several years. There is considerable activity in commercial development as well and we are very busy.

Parks and Rec has done (and still doing) a great job providing programming and activities for the citizens of Hermiston during the pandemic

Continued focus on affordable housing/more housing is paying dividends with the number of development/houses going up

Water/Sewer/Street Upgrades to N1st Place Began Design

955 to 1,100 Home Development Close to Financing

City Hall - hoping to be done fall of this year, but may not until 2023

City Hall

City hall is moving ahead

For the second year in a row we were able to provide quality city services under stressful conditions with the COVID pandemic still with us - and will continue to do so

Implemented OPENGOV for a new budget process

Successfully overcame the flood damage at RiverFront park and made bold moves to mitigate potential flood damage to infrastructure in the future

Greatly improved our cyber-security awareness/defenses

Improving relationship with Greater-Hermiston Chamber of Commerce

Broad Support Generated for "GRATE" with Letters of Support

\$600K Awarded for Penney Ave. Industrial Street Extension

139 New Housing Units Built

2022 Council Goals + Values

THE GOAL REFINEMENT PROCESS INCLUDED A BROAD DISCUSSION OF COUNCIL PRIORITIES INFORMED BY COMMUNITY NEEDS. THESE ENCOMPASS SHORT-TERM AND LONG-TERM NEEDS, BOTH INTERNALLY WITHIN THE ORGANIZATION AND EXTERNALLY FOR THE COMMUNITY. THE COUNCIL BRAINSTORMED IDEAS TO CAPTURE ALL PROPOSALS, BIG AND SMALL, AND THROUGH THIS UNEARTH COMMON THEMES THAT LAY THE GROUNDWORK FOR GOAL CLASSIFICATIONS AND ACTION ITEMS. THIS DISCUSSION SERVED AS A STEPPINGSTONE TO FORMULATING REFINED GOALS AND COUNCIL VALUES FOR 2022/23.

The goals and actions are shown on the following pages and are aligned with the goals of the Hermiston 2040 Community Vision. The Council also identified values that will guide the team in implementing these goals. These values should be considered as each action is scoped and implemented.

Fiscal Prudence

We are responsible stewards of the City's financial resources and exercise discretion in decision-making

Partnerships

We collaborate with community organizations to leverage expertise and resources to best serve the public

Engagement

We facilitate constructive relationships between the City and constituents to build trust and support equitable and sustainable decision-making

Livability

We promote diverse housing options, convenient and accessible community assets, a healthy environment, and high-quality education

Inclusive

We are committed to building an inclusive environment that values and respects the contributions of all people



GOAL: GROWING + PROSPEROUS

Hermiston is cultivating a vibrant community with a thriving economy, assortment of housing opportunities, high-quality education, and support services to preserve the small-town feel

Actions	Project Lead	Timeline
Workforce Development		
1. Develop partnerships with local employers and community organizations to explore staffing needs and strategies for enhancement	Byron/Mark M.	1-2 Years
2. Advocate for legislation that supports workforce development in Hermiston	Byron	1-2 Years
Transportation		
3. Complete the Geer/Harper road improvements	Mark M.	1-2 Years
4. Extend Gettman Road	Byron/Mark M.	3-4 Years
5. Complete alternative route transportation study	Mark M.	1-2 Years
Housing		
6. Attract market-rate rental housing developments to increase middle housing inventory	Byron/Mark M. Clint	3-4 Years
7. Fund infrastructure improvements to support new housing and enhance livability		Ongoing
8. Recommend a course of action on the Green property	Byron/Mark M./ Clint	3-4 Years

GOAL: SAFE + HEALTHY

Hermiston ensures a healthy and safe environment for all through abundant recreation and wellness opportunities, high-quality health care, collaboration with community partners, and a healthy and attractive built environment

Actions	Project Lead	Timeline
Wellness		
9. Explore funding options and partnerships for Health, Wellness and Aquatic Center	Byron/Brandon	1-2 Years
Homelessness		
10. Facilitate public forum to discuss homelessness in community	Byron	1-2 Years
11. Determine City role as it relates to homelessness	Byron	1-2 Years
Mental Health		
12. Explore options for providing mental health support services at Municipal Court	Jillian	3-4 Years
13. Facilitate partnerships to attract mental health providers to Hermiston	Byron	1-2 Years

GOAL: SUSTAINABLE

Hermiston responsibly plans and invests in community infrastructure and the built environment to support the critical needs of daily life and sustainable growth for the future

Actions	Project Lead	Timeline
City Facilities		
14. Complete construction of new City Hall	Byron	1-2 Years
15. Begin implementation of EOTEC Strategic Plan	Byron/Al	1-2 Years
16. Assess EOTEC facility management alternatives	Byron	1-2 Years
Water		
17. Implement water supply components of master plan	Mark M.	5+ Years
18. Secure water rights for the EOTEC site	Byron	1-2 Years

GOAL: CONNECTED + ENGAGED

Hermiston provides opportunities for strong social connections, celebrates diversity, and honors our historic and cultural heritage to foster a welcoming and inclusive community for all

Actions	Project Lead	Timeline
Digital Infrastructure		
19. Explore broadband/fiber options to support City facilities	Byron/Nate	1-2 Years
Arts + Culture		
20. Explore opportunities for an arts and cultural center/ museum at Carnegie Building	Byron	1-2 Years
Community Engagement		
21. Develop Citywide communications strategy to enhance communication and engagement with the public	Byron	1-2 Years
Advocacy		
22. Advance advocacy efforts to secure regional and state- wide funding/investment	Byron	1-2 Years

Team Agreement

The Council and Leadership Team reaffirmed their team agreement from 2021 for the year ahead. The team agreement identifies how the Council and staff agree to work together. The purpose of this agreement is to guide the team in working together, establishing trust, and facilitating open communication and accountability.



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

MAINTAIN
GOOD COMMUNICATION
CHANNELS BETWEEN THE COUNCIL + STAFF

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



Contact Info

235 E. Gladys Ave.

Hermiston, Oregon 97838

www.hermiston.or.us

CITY OF HERMISTON
