



CITY OF HERMISTON

Where Life is Sweet



CITY COUNCIL GOALS

2023- 2025

MARCH
2023



SSW CONSULTING

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INTRODUCTION

The City of Hermiston is pleased to present the summary of their 2023 City Council goal-setting retreat. The City Council and leadership team gathered on Thursday, February 2 and Friday, February 3 to collaborate, review the progress on their 2022 goals, and refine and prioritize goals for the year ahead in alignment with the Hermiston 2040 Vision for the community.

The City hired SSW Consulting to facilitate the team's goal discussion and offer team building opportunities that would foster a strong partnership between the Council and City staff. In advance of the retreat, SSW conducted outreach with the Mayor and Council, as well as the leadership team to gather input on desired outcomes for the retreat, build an understanding of the current challenges and opportunities on the horizon, and discuss potential priorities for the organization. The feedback collected directly influenced the design of the retreat agenda to align with the following outcomes:

- **Refine Council goals with clear and tangible outcomes**
- **Build a shared understanding of community and organizational context**
- **Develop an informed and cohesive team to advance the goals**

Through intentional discussion and consideration of the Hermiston 2040 Vision, opportunities, challenges, and needs of the community the resulting goals and objectives were developed. The goals developed in the retreat provide direction for City staff as they work to advance Council priorities while continuing to deliver high-quality services to the Hermiston community.

The Hermiston team's engagement and collaboration were much appreciated and continue to support a high-performing organization, accomplishing significant community goals year after year. The City Council and staff are eager to pursue these goals as a team in service to the Hermiston community.

City of Hermiston Council + Leadership Team

OUR TEAM

CITY COUNCIL

- Mayor Dave Drotzmann
- Jackie M. Linton, Ward 1
- Roy N. Barron, Ward 2
- Jackie C. Meyers, Ward 3
- David P. McCarthy, Ward 4
- Maria E. Duron, At Large
- Rod S. Hardin, At Large
- Nancy R. Peterson, At Large
- Doug Primmer, Council President At Large

LEADERSHIP TEAM

- Byron D. Smith, City Manager
- Mark Morgan, Assistant City Manager
- Lilly Alarcon-Strong, City Recorder
- Crystal Inners, Human Resource Specialist
- Richard Tovey, City Attorney
- Mark Krawczyk, CTP, Finance Director
- Nate Rivera, Hermiston Energy Services Manager
- Mark Rose, Library Director
- Jordan Stanley, IT Director
- Jillian Viles, Court Administrator
- Brandon Artz, Parks + Recreation Director
- Jason Edmiston, Police Chief
- Al Davis, EOTEC General Manager

CONSULTANT/FACILITATION TEAM

- Sara Singer Wilson
Principal/Owner
- Ashley Sonoff
Associate
- Sasha Konell
Communications and Engagement Strategist



Mayor Drotzmann



Councilor Linton
Ward 1



Councilor Barron
Ward 2



Councilor Meyers
Ward 3



Councilor McCarthy
Ward 4



Councilor Peterson
At Large



Councilor Primmer
Council President
At Large



Councilor Hardin
At Large



Councilor Duron
At Large

2040 VISION

Together, Council and staff, developed goals that align with the City's 2040 Vision and address the current and upcoming needs of the community. Aligning around the 2040 Vision honors the previous work that was completed, as well as the staff and community voices that supported the visioning process.

Hermiston 2040

In 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 Community Vision + Action Plan provided a valuable road map for the 2023 Council goal refinement process and served as a framework to align Council goals and community priorities under the four 2040 Vision goal areas:

- Growing + Prosperous Hermiston
- Safe + Healthy Hermiston
- Connected + Engaged Hermiston
- Sustainable Hermiston



HERMISTON VISION + VALUES

Hermiston Vision

A Community where friendliness and opportunity abound.

Hermiston Values

Fiscal Prudence

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

Engagement

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

Inclusive

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

Partnerships

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

Livability

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

SETTING THE CONTEXT

During the retreat in February, the City Council and leadership team participated in a series of exercises to not only reflect on the accomplishments of 2022, but to also refresh the shared understanding of community and organizational environment as a basis for department and Council goal setting.

To build from the current foundation and celebrate achievements, staff each detailed accomplishments from 2022 in their service area, and City Council shared successes of mention both within the organization and the community. Additionally, the team worked through an environmental scan exercise to determine current strengths within the organization, community, and region, current and potential problems, and threats on the horizon, as well as opportunities ahead. This process helps build a shared understanding between City Council and staff to support the goal refinement discussions and prioritization of opportunities.

The following graphic includes the result of the environmental scan exercise during the Council goal refinement workshop:

HERMISTON 2023

- STRENGTHS**
 - HISTORY OF SOLVING BIG PROBLEMS - COMMIT. TO COMMUNITY
 - NEW IT SERVICES + CLIENTS
 - HFD - DIFFERENT DEPTS. COMING TOGETHER
 - DEVELOPABLE LAND - INDUSTRIAL + RESIDENTIAL
 - AFFORDABLE ELECTRICITY, ACCESS TO WATER, ETC TRANSPORTATION
 - INCLUSIVITY - DIFFERENT CULTURES (QUARTERMAN + COLUMBIAN)
 - FORWARD LOOKING
 - CHAMPION FOR EOTEC → SELF-SUSTAINMENT
 - REGION IS HISTORICALLY ECONOMICALLY STABLE - AG, INDUSTRY + LOCATION
 - UNITY
 - STABILITY IN ORGANIZATION
- PROBLEMS**
 - GENERAL FUND PRESSURES
 - OFFICER SAFETY - INCREASE IN CALLS, VIOLENCE
 - RECRUITING BILINGUAL OFFICERS
 - BALANCING QUALITY OF LIFE W/ PAYING FOR IT
 - COST CONTAINMENT, LEAD TIMES + MATERIAL COSTS
 - INCREASE IN OVERALL COSTS
 - NEW RECYCLING PROG. TO FUND
 - MENTAL HEALTH
 - HOMELESSNESS
- OPPORTUNITIES**
 - HOUSING
 - PUBLIC SAFETY
 - PARK + REC DIST
 - INCREASE TOT
 - CHARTER UPDATES
 - ECONOMIC DEV.
 - DATA CTRS. BREAKING GROUND - \$ IN ENT. ZONE
 - UTILITY USAGE → INCREASE IN FRANCHISE FEES
 - EDTEC
 - MAKE OVER HERMISTON - PROACTIVE OPPORTUNITIES
 - APPA \$ - ONE-TIME OPPORTUNITY
 - DEPOT PROPERTY (COMING SOON)
 - HOW TO BEST SUPPORT PUBLIC SAFETY IN LINE W/ GROWTH
 - CONSIDER OPPS FOR SPACE BELOW CITY HALL + LIBRARY BASEMENT
 - HARKENRIDER CTR. CARNEGIE BLDG
- THREATS**
 - POTENTIAL RECESSION
 - LEGISLATIVE
 - ENTERPRISE ZONES
 - ENERGY USAGE
 - PUBLIC SAFETY MANDATES
 - LARGE PROJECTS IMPACTED BY FACTORS OUTSIDE OF CITY CONTROL
 - WORKFORCE - DIFF. EXPECTATIONS IN NEW GEN, WAGE INCREASES + COMPETITION
 - VANDALISM
 - LIMITED RESOURCES

Handwritten notes include: '197,600 95 FTE 2,080 WORK HOURS', 'HERMISTON 2023', and 'GET IT DONE!'.

2023 GOALS

On Friday, February 3, the City Council and leadership team reconvened to dive into a series of goal refinement exercises. To begin, the team discussed the 2022 goals from the four 2040 Vision goal areas:

- Growing + Prosperous Hermiston
- Safe + Healthy Hermiston
- Connected + Engaged Hermiston
- Sustainable Hermiston

City Council and staff determined which goals were successfully accomplished and which goals would need further refinement and discussion.

Once the team reached alignment on the refinement of the current goals, they convened in small groups to brainstorm new ideas and opportunities for the organization and the community. As the ideas and opportunities were presented to the larger group, SSW mapped the proposals in alignment with the 2040 Vision goal areas. The group discussed the refined goals, new opportunities, and the Council clarified their desired outcomes for staff. The following graphic details the ideas and opportunities that emerged in addition to the refined goals in progress from 2022.

The whiteboard notes are organized into four main goal areas, each with a circled title and associated sub-goals and updates:

- GROWING + PROSPEROUS**
 - ALTERNATIVE FUNDING SOURCES TO SUPPORT SAFE + HEALTHY
 - WORKFORCE DEVELOPMENT: THIS COULD BE REFINED
 - Write-Face Development
 - Awareness?
 - Facilitation
 - TRANSPORTATION
 - #6 REFINEMENT
 - SAFE STREETS FOR ALL
 - TSP UPDATE
 - #4 EXPAND/BROADEN GRATE PROJECT
 - HOUSING
 - Senior & Affordable Housing
 - HOUSING Continue to align B&S w/ Project
- SAFE + HEALTHY**
 - WELLNESS
 - CONSIDER PEI #9
 - AQUATIC CENTER
 - MOU DEVELOPMENT
 - MEMORANDUM OF UNDERSTANDING
 - HOMELESSNESS
 - REFINE II
 - SUSTAINABLE FUNDING
 - ID + II - REMOVED/ COMPLETE
 - MENTAL HEALTH
 - #12 REFINED
 - #13 REFINED
 - EVALUATE
 - CONNECT PEOPLE W/ TREATMENT/ SERVICES
 - Community Court
- SUSTAINABLE**
 - CITY FACILITIES
 - #14 COMPLETE
 - #15 REFINED TO BE TARGETED
 - #16 COMPLETE
 - WATER
 - #18 - REFINED - CONSIDER EOTEC STRATEGIC PLAN
 - #17 - THIS IS HAPPENING AS PART OF CIP
 - Secure Public in Discussion for Future Use of Carriage
 - Secure Finalize Water Allocation for EOTEC
 - Access public safety center protected feasibility
 - STATE FUNDS ARPA \$
 - CREATE a job reclamation plan (renewal cover)
 - WATER: COUNTY \$1.4M FOR RESOURCE CENTER
- CONNECTED + ENGAGED**
 - DIGITAL INFRASTRUCTURE
 - #19 - NEEDS REFINEMENT
 - #19 - Digital Inf.
 - Continue to seek funding
 - Value engineer
 - ARTS + CULTURE
 - #20 - REFINED
 - #20 Arts + Culture
 - Funding
 - Find interested parties
 - Define College Use
 - COMMUNITY ENGAGEMENT
 - #21 - REFINED - CONT
 - #21 - Comm Engage
 - Evaluate Success
 - ADVOCACY
 - #22 COMPLETE

Following the goal refinement workshop, the leadership team further refined the resulting proposals into actions to provide policy direction to City staff. These refined goals and actions were presented to the City Council at a Work Session and City Council meeting for additional discussion and prioritization.

GROWING + PROSPEROUS

- WORKFORCE**
 - Look into Immigration City Status
 - TIES TO INCLUDING WORKFORCE
- OUTCOMES**
 - Attract Industry + Jobs
 - Examine Expansion of UGFs for Comm/Ind
- OUTCOMES**
 - IMPROVE MOBILITY + SAFETY
- TRANSPORTATION**
 - Transportation TSP UPDATE
 - Transportation Safe Streets to Prove Need
 - Transportation EDUCATION VOUCHERS IMPLEMENT
 - Update Sidewalk Plan
 - Weather ADA Plan COMMUNICATION - sidewalks
- HOUSING**
 - HOUSING INCREASE SR + AFFORDABLE HOUSING
 - MARKET RATE RENTAL
 - PREVENT PEOPLE FROM BECOMING UNHOUSED
 - Senior & Affordable Housing
 - TENANT PROTECTION HOUSING AUTH.

SAFE + HEALTHY

- HEALTH**
 - Health: Hall needs Aquatic Center
 - MOU DEVELOPMENT MEMORANDUM OF UNDERSTANDING
- OUTCOMES: HEALTHY COMM.**
 - SECURE LAND FOR H+W CENTER
- OUTCOMES**
 - REDUCE RECIDIVISM
 - DEVELOP A PLAN + GATHER DATA ON A COMMUNITY COURT PROGRAM
- CONNECT PEOPLE W/ TREATMENT SERVICES**
- Community Court**
- RED LIGHT**
 - Photo Enforcement ALONG 345
 - Public Safety
 - Quaint need 3 officers
 - Future growth
 - Safety
 - How many officers?

SUSTAINABLE

- FISCAL**
 - Survey on possible Fees
 - HOMELESSNESS? Create a sustainable funding model
 - Secure Finalize into allocation for EDI/EC
 - Access public safety center project feasibility
- OUTCOMES: MAINTAIN SERVICES**
 - IDENTIFY + AFFORD GROWTH IN SERVICES
 - EVALUATE CURRENT BUDGET
 - UNDERSTAND OPTIONS TO INCREASE REVENUE
- OUTCOMES**
 - CONDUCT PUBLIC ENGAGEMENT + DEVELOP NEEDS ASSESS. FOR CARNEGIE + LIB.
 - DEVELOP A BUSINESS/ OPERATIONS PLAN FOR FUTURE OF HARKENRIDER CTR
- FACILITIES**
 - Define Community Needs for Multi-Cultural Center (2000)
 - Urban Basement
 - Part Cultural Center
 - Create a lib renovation plan (resource center)
 - CARNEGIE
 - Rotational Disruption
 - Senior Ctr Basement Dev - Funding

CONNECTED + ENGAGED

- CUSTOMER SERVICE**
- OUTCOMES**
 - DEVELOP COMMUNITY RECOGNITION PROGRAM
 - EVALUATE COMMUNICATION TOOL TO CONNECTION W/ COMMUNITY
- CONNECT YOUTH TO COMMUNITY - ACCESSIBILITY TO CITY**
- ENGAGE W/ EDUCATION PARTNERS + DEVELOP PLAN**
- HS Civic Engagement**
- Internship Program**
 - HHS
 - BMC
 - Book
 - #1 - Comm Engage
 - Eval w/ Success
- Text Subscription service**
- City App!**
- BE Thankful**
- NEEDS STRONG COMMUNICATION**
 - How do people receive info?

GOAL 1

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.

FOCUS AREA

Workforce Development: Attract industry and jobs

ACTION	PRIORITIZATION RANKING	PROJECT LEAD	TIMELINE
1.1 Examine the expansion of the Urban Growth Boundary (UGB) for commercial and industrial lands	3	Clint + Mark M.	2 -4 Years
1.2 Research and report on requirements for Immigration Status	7	Byron	1 - 2 Years

FOCUS AREA

Transportation: Improve mobility and transportation

ACTION	PRIORITIZATION RANKING	PROJECT LEAD	TIMELINE
1.3 Transportation System Plan Update (this would include an update of the sidewalk plan)	5	Clint + Mark M.	1 - 2 Years
1.4 Complete the Safe Streets for All planning	4	Clint + Mark M.	1 -2 Years
1.5 Conduct analysis of inclement weather options to improve sidewalk accessibility	6	Clint	1-2 Years

FOCUS AREA

Housing: Increase senior and affordable housing, market rate rentals, and prevent people from becoming unhoused

ACTION	PRIORITIZATION RANKING	PROJECT LEAD	TIMELINE
1.6 Attract market-rate rental housing developments to increase middle housing inventory	1	Clint, Mark M. + Byron	1 - 2 Years
1.7 Continue to fund infrastructure improvements to support new housing and enhance livability	2	Clint, Mark M. + Byron	Ongoing

GOAL 2

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

FOCUS AREA

Wellness: a healthy Community

ACTION	PRIORITIZATION RANKING	PROJECT LEAD	TIMELINE
2.1 Develop a memorandum of understanding (MOU) to solidify partnerships for a Health, Wellness, and Aquatic Center	2	Byron + Brandon	1 - 2 Years
2.2 Secure and identify land for a health, wellness and aquatic center	5	Byron + Brandon	1 - 2 Years

FOCUS AREA

Community Safety: Reduce recidivism and connect people with treatment services

ACTION	PRIORITIZATION RANKING	PROJECT LEAD	TIMELINE
2.3 Develop a plan, gather data, and explore partnerships for a community court program	3	Jillian + Rich	1 - 2 Years

FOCUS AREA

Public Safety: Improve traffic safety and reduce budget pressures for the Police Department

ACTION	PRIORITIZATION RANKING	PROJECT LEAD	TIMELINE
2.4 Implement red light photo enforcements along Hwy 395	4	Jason + Rich	1 Year
2.5 Explore a public safety fee or other revenue options that will align public safety staffing with future growth projections and needs (See Action pg. 12, section 3.3)	1	Bryon, Mark M. + Jason	1 Year

GOAL 3

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

FOCUS AREA

City Facilities: Public facilities that meet the community needs of today and the future

ACTION	PRIORITIZATION RANKING	PROJECT LEAD	TIMELINE
3.1 Conduct public engagement and develop use scenarios for the Carnegie Building and the Library	3	Byron + Mark R.	1 - 2 Years
3.2 Develop a business operations plan for the Harkenrider Center	5	Byron + Brandon	1 Year
3.3 Access public safety center project feasibility	4	Byron + Jason	1 Year

FOCUS AREA

Fiscal: Maintain service levels, evaluate the current budget and understand options to increase revenues

ACTION	PRIORITIZATION RANKING	PROJECT LEAD	TIMELINE
3.4 Develop a sustainable funding structure through the evaluation of fees and other revenue options to support public safety and overall service delivery at current levels (See Action 2.4)	2	Byron, Mark K. + Jason	1 Year
3.5 Finalize water allocation for EOTEC	1	Byron + Al	1 year

GOAL 4

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

FOCUS AREA

Community Engagement: Improve engagement and connection with the community

ACTION	PRIORITIZATION RANKING	PROJECT LEAD	TIMELINE
4.1 Engage with education partners and develop a plan to increase youth engagement with the City	2	Byron	1 - 2 Years
4.2 Evaluate communication tools to improve connection with the community	1	Byron	Ongoing
4.3 Develop a formalized Community Service Award program to recognize community members and employees	3	Byron	1 - 2 Years

HERMISTON 2023

CITY COUNCIL GOALS



▶ **WORKFORCE DEVELOPMENT:** ATTRACT INDUSTRY + JOBS

▶ **TRANSPORTATION:** IMPROVE MOBILITY + TRANSPORTATION

▶ **HOUSING:** INCREASE SENIOR + AFFORDABLE HOUSING, MARKET RATE RENTALS, + PREVENT PEOPLE FROM BECOMING UNHOUSED



▶ **WELLNESS:** A HEALTHY COMMUNITY

▶ **COMMUNITY SAFETY:** REDUCE RECIDIVISM + CONNECT PEOPLE WITH TREATMENT SERVICES

▶ **PUBLIC SAFETY:** IMPROVE TRAFFIC SAFETY + REDUCE BUDGET PRESSURES FOR THE POLICE DEPARTMENT



▶ **CITY FACILITIES:** PUBLIC FACILITIES THAT MEET THE COMMUNITY NEEDS OF TODAY + THE FUTURE

▶ **FISCAL:** MAINTAIN SERVICE LEVELS, EVALUATE THE CURRENT BUDGET + UNDERSTAND OPTIONS TO INCREASE REVENUE



▶ **COMMUNITY ENGAGEMENT:** IMPROVE ENGAGEMENT + CONNECTION WITH THE COMMUNITY

TEAM AGREEMENT

To conclude the City Council retreat, the City Council and staff discussed a team agreement to support the continued connectivity of the Hermiston team. The team created a list of expectations for both Council and staff to consider in their work together to maintain their high-performing work style and push goals forward successfully.

The Hermiston City Council is committed to...

- **Collaboration for All:** The Council is committed to working together, collaborating for the benefit of all. We approach the work with an open mind, considering all options and listening and valuing the diverse perspectives in our community.
- **Partnership:** The Council is committed to their partnership with City staff, providing clear direction and exercising patience as the team pursues the implementation of community goals and Council priorities. We acknowledge the various factors at play in implementing the goals and we recognize that certain things will be outside of staff's control.
- **Preparation:** The Council is committed to being prepared and informed to support policy making to serve the shared interests of the Hermiston community. We will put aside our personal agendas to serve the larger community. We value the individual strengths and perspectives we bring to the role, and we will work with our team to support the consensus and/or majority position of the team.
- **Focus:** The Council is committed to their shared goals and priorities. We will stay on point in advancing the community's vision and supporting staff in implementing the goals. We will share our positions on "the why" behind the goals, yet be succinct and clear in our communication.

The Hermiston City Staff is committed to...

- **Partnership:** City staff is committed to their partnership with the City Council. We will be transparent about timelines and priorities in the work plan. We will be direct and clear in our communication to support the Council in their policy making. We will provide all data and options available to Hermiston for City Council's consideration.
- **High Performing Organization:** City staff is committed to cooperating and collaborating with the Council, community partners, and regional organizations to implement the goals and deliver high quality services to the people of Hermiston. We will speak up to ensure we have the direction needed to continue advancing the goals and community vision. We will respect and offer full support of the direction of the Council.



Where Life is Sweet

 541-567-5521

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