Hermiston Council Goals

January 30, 2016

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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

City Management Team

Byron D. Smith, City Manager
Mark Morgan, Assistant City Manager
Amy Palmer, 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
Marie Baldo, Library Director
Nate Rivera, Energy Service Superintendent
Ron Sivey, Streets Superintendent
Rosalie Emerson, Court Administrator
Roy Bicknell, Water Superintendent

Introduction

TO THE COUNCIL AND THE COMMUNITY

In January 2016, the City Council convened with the City of Hermiston Leadership Team for a Council Retreat to review the vision and values and discuss the Council's goals and priorities for the coming years.

A facilitator led the group through a day-long discussion and documented and summarized the work of the group. The group discussed headlines they would hope to see for the future of Hermiston, the Hermiston vision and values for the Council and City organization, an environmental scan of current issues and projects in the community, goals and priorities, and reflections and insights from the day. In the pages which follow you will see a summary of this discussion, as well as a graphic which visually captures the vision, values and council goals for the next 5-10 years.

The City Council's leadership in setting high-level goals for the community is important to the organization's work. Working together, the City Council, City staff and the community have much to look forward to.

Sincerely,

Byron D. Smith
City Manager
March 10, 2016

Headlines for the Future

These headlines represent what each retreat participant would hope to see as a headline in a future newspaper or online source in five years from now.

Byron Smith, City Manager
“Hermiston, Here Comes Costco!”

Clara Beas-Fitzgerald, Councilor
“Top 5 Small Cities- Safe, Family-Friendly, and Great Schools”

Jason Edmiston, Police Chief
“Hermiston Lands Major Company!”

Manuel Gutierrez, Councilor
“Running a Marathon! Pace Yourselves to the Finish Line”

Clint Spencer, Planning Director
“High Rate of Repurposing and Redeveloping Properties”

Rod Hardin, Councilor
“Hermiston Reaches 50,000! #1 Small City in the U.S.”

Ron Sivey, Streets Super Superintendent
“Congestion Relieved on 395!”

Doug Smith, Councilor
“EOTEC, A Huge Success!”

John Kirwan, Councilor
“Hermiston, a leader in small city economic development”

Roy Bicknell, Water Superintendent
“Target Hits Hermiston”

Doug Primmer, Councilor
“Hermiston’s Public Transit- Best in the Nation!”

Mark Morgan, Assistant City Manager
“Hermiston Hits 20,000!”

Lori Davis, Councilor
“Hermiston Opens New Aquatic Center!”
“Downtown Occupancy Reaches 100%”

Bill Schmittle, Recycled Water Superintendent
“Wins the Lottery!!”
“Hermiston Receives NPDES Permit”

Dave Drotzmann, Mayor
“Hermiston – Oregon’s Destination of Choice”

Rosalie Emerson, Court Administrator
“Hermiston, BEST City in Oregon to Live”

Larry Fetter, Parks and Recreation Director
“Hermiston Passes Parks, Trails and Community Center Levy”

Defining the Vision and Values

A Vision for Hermiston was established in 2006. As part of the retreat discussion, the Council and management team discussed today's vision for Hermiston, and considered how the vision may be updated to reflect the current direction of the Council and organization. This vision is a statement of how the Council and organization work together to serve the community. The definitions below were developed by the Council and Management Team.

A Vision is….

What things look like in the future
How to get there
An idea people would like to see, a goal!
What was set in 2006 in Hermiston is happening
Where we are now and where we would like to be
A vision describes an organization or community as it would appear in a future successful state.

Values are….

Things you hold dear to
Community standards
Un-compromisable
Things you adhere to!
Passed on from generation to generation
Guide decisions and operations
What an organization or community believes and how it behaves
They serve as a moral compass

Hermiston's Vision and Values

Ideas Around the Vision...

- Courageous, committed, collaborative leadership
  - Open minded
  - Ethical
  - Creative
  - Accountability
- Building an inclusive community
  - Inclusive
  - Diverse
  - Friendly
- Livability = a place where people want to live their lives and raise their families
  - Clean and safe
  - Affordable
  - Happy and healthy
  - Opportunities – economic and recreational
- Continue to provide affordable, high-quality, basic infra structure
  - Hermiston is a hub for the Pacific Northwest – centrally located

Our 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."

Our Values

- **Strong Work Ethic**
- **Inclusiveness**
- **Integrity**
- **Generosity**
- **Excellence**
- **People**

Environmental Scan and Drivers of Change

Overview

The purpose of the environmental scan is to provide context for the goal setting. The scan allows the Council and staff to look at what is currently underway in the community and what has changed in the past few years. City staff presented information regarding updates on recent projects and projects on the horizon.

The facilitator led the Council and Leadership Team through a discussion where the group identified the many drivers of change in Hermiston. Change drivers are large scale forces which produce change throughout an organization and in various levels of the community. Typically, these change drivers consist of community or regional demographic, economic, technological, and other factors that create a changing environment to which organizations must adapt. Government organizations must continually reevaluate the way they do business and provide service, and seek to respond faster, use resources more efficiently, and produce high quality work and services. The ultimate goal is to maximize taxpayer value and maintain a livable, vibrant community.

What's Happening Around Us

Mark Morgan, Assistant City Manager

- Urban Renewal District – Festival Street
- Conference Community Center – What's the long-term purpose and use
- Public Transportation System – Dial-a-ride feasibility
- Airport Taxiway Project

Rosalie Emerson, Court Administrator

- Paperless, Casselle – manage archives
- Kiosk – court payments and utility payments – organize and efficiency
- Security doors
- Training
- New technology for the judge

Jason Edmiston, Police Chief

- Trust
  - Internal with the organization
  - External with the community
- Demand
  - Technology and body cameras
  - Politics and accreditation
- Resources
  - Proactive vs. reactive

Roy Bicknell, Water Superintendent

- New development (OSU Project)
- Operations
- Maintenance – proactive and reactive
- Regulations
- Infrastructure
- Water Master Plan
- Regional Water System

Bill Schmittle, Recycled Water Superintendent

- New development (inspections)
- Operations
- Maintenance
- Regulatory agencies (NPDES)
- Solids treatment process
- Sewer Master Plan

Ron Sivey, Street Superintendent

- Transportation System Plan Overview
- Streets – proactive vs. reactive
- Future implementation of GIS System
- Ongoing street maintenance – sweeping, repair, stormwater
- Fleet management
- Facility Improvements at Public Works

Chuck Woolsey, Building Official

- Fairgrounds
- Rodeo grounds
- EOTEC
- Holiday Inn
- Seventh Street Apartment Complex
- Oak Tree Inn
- MOB
- State Inspection Program Technology

Larry Fetter, Parks and Recreation Director

- Senior Center
- Park Improvements
- Trail Expansion
- Skateboard Park Design
- Code Enforcement Policies
- Composting Facility
- Festivals
- Historical Society/Railroad

Byron Smith, City Manager

- Branding
- Juggling a lot of plates

Drivers of Change

- Service Expectations
- Economic Development
- Committee Structure
- Customer Service
- New Legislation
- Population Growth
- Other Agencies (County, School District, Etc.)
- Doing more with less
- Retirement, succession planning and turnover

Council Goals for 2016 to 2026

The goals below were identified by the Council and Management Team. Following a discussion on each of the goals, the group had an opportunity to prioritize the goals through a voting exercise.

DOWNTOWN REVITALIZATION (7)

- Continue work on downtown revitalization through urban renewal
- Analyze downtown parking conditions

PARKS & RECREATION DEVELOPMENT (8)

- Park development – trail completion and new parks
- Eastside park property
- Code Enforcement Policy Update
- Recreation Development – Develop trails, river use, and spend money

INFRASTRUCTURE MASTER PLANS (8)

- Develop master infrastructure plan
- Utility infrastructure
- TSP Review (Future Planning for Congestion)

PUBLIC TRANSIT (4)

- Develop a public transportation plan

CITY FACILITY ASSESSMENT (8)

- Look at current city facilities and plan for a city hall which is a one-stop shop for City services
- Determine what the conference center will be

ECONOMIC DEVELOPMENT (6)

- Develop an economic development plan that analyzes housing options, tourism, facility development, retail, jobs, business attraction and retention

EOTEC (15)

- » Finish project
- » Assess future of conference center

CAPITAL IMPROVEMENT PLAN (9)

- » Develop a long range capital improvement/investment plan

SERVICE LEVEL ASSESSMENT (8)

- » Maintain city service levels
- » Reorganize for efficiency
- » Utility maintenance staff
- » Improve and increase online access

ONGOING PROJECTS:

- » Branding
- » GIS
- » Senior Center
- » Implementation of Livability Study Recommendations

Insights

- Good team in place and same target areas
- Power of working together
- Council is willing to be courageous
- Nice to have Council and staff working together
- People work well together – consensus
- Takes creativity to get the job done
- Excited about commitment to the goals and getting them accomplished
- Amazing how much is going on!
- How needs fit combined goals
- How much common groundwork and teamwork is already in place
- We come to the table to do the job
- City facilities in the mix to be addressed
- Enjoyed looking at the vision
- Lots of things talked about, but the vision is the same
- Lots of progression planning in a short time
- Difference in priorities

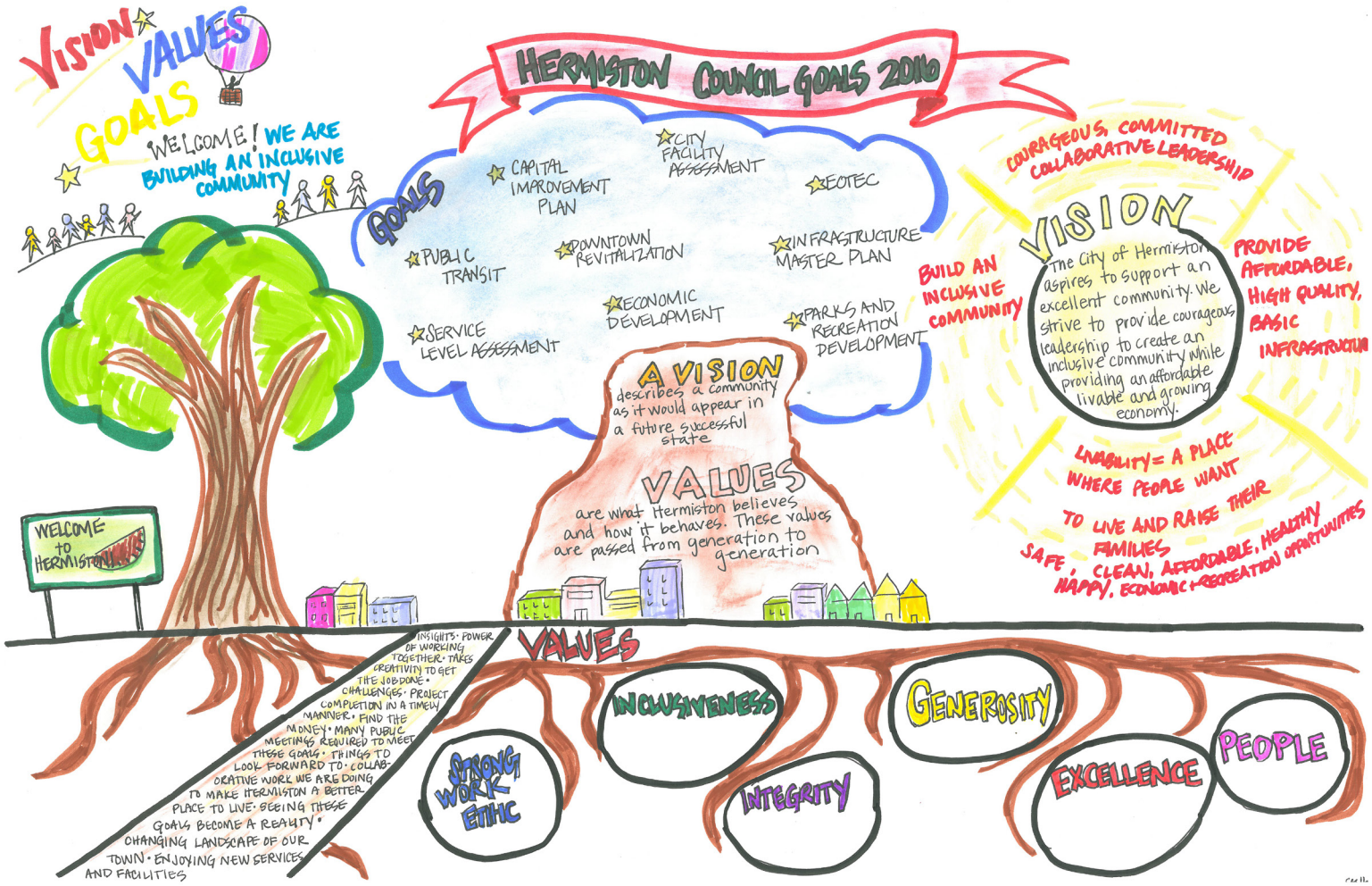
Challenges for the Future

- Project completion in a timely manner
- Keeping up with existing facilities while we grow
- Find the money
- EOTEC Sustainability vs. City needs
- Spaghetti tower and the Vision
- Meeting expectations we set today
- Securing funding to accomplish goals
- Commitment required by these goals – labor and financial
- How many public meetings these goals will require
- The work that lies ahead
- Implementation and funding of infrastructure plan
- Putting the priorities into effect
- Time
- Funding
- Marshmallow failure
- Priorities – so many are important- how to decide?!
- Catching up on deferred work

Things to Look Forward To

- Expansion of parks and water facilities
- Collaborative work we are doing to make Hermiston a better place to live
- Being a part of implementing these goals
- Managing future growth to accomplish our vision
- End result
- Completion of projects
- New facilities
- Amazing! Amount of activities for families and kids
- Senior Center done with a pool table!
- Seeing these goals become a reality
- Accomplishments and goals, and a plan in place
- Seeing the ideas put to the test
- Looking forward to seeing our goals completed
- Support for GIS
- Changing landscape of our town!
- Enjoying new services and facilities

Graphic Summary



Graphic Summary of the Council Retreat
Facilitator: Sara Singer, J Robertson and Company