

HERMISTON



CITY OF HERMISTON

Community Brand Assessment & Relaunch Plan

OCTOBER 2015



TABLE OF CONTENTS

BACKGROUND	4
PLANNING METHODOLOGY	5-6
SWOT	7
FINDINGS & CONCLUSIONS	
<i>Perceptions of Hermiston</i>	8
<i>“You Can GROW Here” Community Brand</i>	9-10
<i>Community Input & “You Can GROW Here” Brand Rollout</i>	11-12
COMMUNITY BRAND RECOMMENDATIONS	13
<i>Logo Recommendations</i>	14
<i>Tagline Recommendations</i>	15
<i>Color Palette Recommendations</i>	15
<i>Recommendations Recap</i>	16
<i>Hermiston Brand</i>	17
<i>Broad Community Input & Testing</i>	18
<i>Adoption & Relaunch</i>	19
<i>Brand Partnership</i>	19
COMMUNITY BRAND ROLLOUT RECOMMENDATIONS	
<i>Communicate Broadly</i>	20
<i>Pre-plan for Signage & Collateral Updates</i>	21-22
APPENDICES	
A – In-Person Interviewee List	24
B – In-Person Interview Questionnaire	25-26
C – Online & Paper Community Survey	27-32
D – Online Chamber Member Survey	33-36
E – Community & Business Survey Results	37-43
F – City & Chamber Media Audits	44-45
G – Immediate Update Media Audit Items	46-47
H – Community Brand Website Launch Letter for Businesses	48
I – Survey Results News Release	49-50
J – News Media List for Survey Results & Brand Testing	51
K – News Media List for Use Upon Completion of Brand Development	52
L – Hermiston Civic Organizations	53
MARKETING CONTACTS	54

BACKGROUND



Focal Point Marketing & Multimedia was hired to support the City of Hermiston and Chamber of Commerce’s joint efforts to relaunch a Hermiston community brand. Focal Point’s scope of work included research, in-person interviews, an online business survey, analysis, and recommendations about Hermiston’s “You Can GROW Here” community brand.

As part of this effort, the Focal Point team also recommended a communitywide survey in both English and Spanish to provide those who live and work in Hermiston the opportunity to share their thoughts about the community brand. The Focal Point team conducted and analyzed both the online and paper copy community surveys pro bono.

Those responses, coupled with the in-person interviews, online business survey, and research enabled the Focal Point team to best gauge opinions and perceptions of Hermiston and the “You Can GROW Here” community brand.

The brand (pictured below) was developed as part of a City of Hermiston initiative by a diverse group of community members and business representatives on the Hermiston’s Future Task Force Branding and Community Promotion Subcommittee.



The subcommittee focused on this work because of feedback the city heard from businesses that chose to locate elsewhere. As well as due to challenges experienced by others in trying to attract new businesses, keep spending local, hire additional employees, and bring new community members and visitors to Hermiston.

The aim of the subcommittee’s work was to develop a community brand identity with their stated broad goals of:

- Give Hermiston an identity
- Promote Hermiston’s livability
- Remain the largest city in Eastern Oregon
- Attract more businesses and families to the area
- Make it a desirable destination/increase tourism

This multi-year effort by Hermiston’s Future Task Force Branding and Community Promotion subcommittee explored: Hermiston’s identity; Hermiston’s employers and other statistics; motto options; logo characteristics; and promotion and marketing ideas as part of producing the “You Can GROW Here” community brand.

The need to assess the “You Can GROW Here” brand arose in part from current challenges being experienced due to issues surrounding broad community input and the rollout effort.

PLANNING METHODOLOGY



The Focal Point team conducted significant research, including interviews, a business survey, pro bono community online and hard copy surveys, assessment of findings, and review of relevant materials to gain a deeper understanding of the community including opportunities and challenges.

A total of 39 in-depth interviews were conducted, and 1,049 survey responses were received (online and hard copy). These include:



899 Community Members
Online Survey Respondents
(English & Spanish)



100 Community Members
Hard Copy Survey Respondents



50 Business Members
Online Survey Respondents



39 In-Depth Interviews of
Community Members & Leaders
*(including Branding & Community
Promotion Subcommittee members)*

PLANNING METHODOLOGY (CONTINUED)

Hermiston's population is 17,240. When including the Hermiston Urban Cluster population that number grows to 27,790 (those within 97838 zip code). The survey response count of 1,049 garnered a 99% confidence rate with a 4% +/- margin of error on the results.

In-depth, one-on-one interviews were conducted in Hermiston on June 29, 30 and July 7, 8. The final interview was conducted via phone on July 14.

From August 24 through September 18, surveys were fielded with both online and hard copy opportunities for responses. The survey was available in English and Spanish.

The online survey was hosted on the HermistonBrand.com website. Focal Point launched this website specifically for this purpose. The team also fielded hard copies of the survey at Hermiston's Saturday Market at McKenzie Park on Aug. 29 from 8-10:30AM and at Wal-Mart Aug. 29 from 11AM-12:30PM.

The community survey was widely promoted using a joint opinion editorial (Mayor Drotzmann, Chamber Executive Director Debbie Pedro, and City Manager Byron Smith), a news release, a media advisory, media interviews, social media, and both the City and Chamber websites.

The Focal Point team was also asked to provide a high-level presentation about our findings to representatives of the City, Chamber, City Council and Chamber of Commerce Board.

This plan addresses research findings and recommendations about the **"You Can GROW Here"** community brand including community input actions to undertake before attempting a community brand relaunch. The plan also contains relaunch recommendations.

See Appendix A – List of Interviewees; Appendix B, C and D for interview and survey questionnaires.



SWOT

STRENGTHS | *Internal – What we do well;
Unique resources to draw on; Reputation of our strengths*

DESCRIPTION OF STRENGTHS

- People, inclusive, welcoming community
- Geographic Location (Spokane, Portland, Seattle)
- Transportation: Biggest crossroads in the Northwest (highways, rails, river)
- Strong agriculture industry (farms/processing/fertile soil)
- Strong business culture
- Can do attitude/ willing to embrace new ideas
- Schools/athletics – education including college
- Good weather
- Community that wants to grow (visionary)

OPPORTUNITIES | *External – Available opportunities; Trends to take advantage of; Strengths to opportunities*

DESCRIPTION OF OPPORTUNITIES

- Business growth
- Grow agriculture business
- Water Rights
- Grow transportation business (two major interstates, rail yards, river)
- EOTEC
- Infrastructure to support business and growth
- Education: Higher education opportunities

WEAKNESSES | *Internal – Needs improvement;
Lacking resources; Reputation of our weaknesses*

DESCRIPTION OF WEAKNESSES

- Livability: lack of amenities and entertainment (parks, shopping, restaurants, etc.)
- Workforce (weak in access to trained or technical labor; most jobs are low wages; size of workforce)
- Cultural divide (two sided community)
- Appearance of community, poor curb appeal
- Housing shortage (affordable and type, size, condition)
- Highway goes through the center of town (traffic)
- Branding challenges (make Oregon and the Pacific Northwest more familiar with Hermiston)
- Water rights
- Geographical location (isolated - dry & dusty)

THREATS | *External – Trends that can harm; Competition; Threats exposed by weakness*

DESCRIPTION OF THREATS

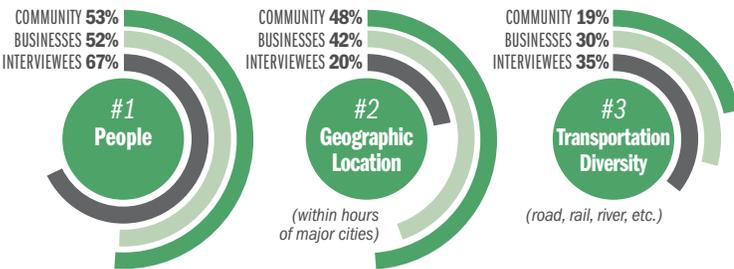
- Not being prepared for growth (infrastructure, housing, roads, transportation, etc.)
- Accessibility to water (recreation and business)
- West side of state dictates legislation
- Losing the small town feel – staying connected to community (worried about becoming like Bend)
- Crime rate
- Competition with Tri-Cities for upper scale, higher income homeowners (homes-taxes)
- Workforce levels (to support recruitment)

FINDINGS & CONCLUSIONS

The following findings and related conclusions are based on the Focal Point team’s research, analysis, interviews and surveys conducted.

PERCEPTIONS OF HERMISTON

1. There is very strong alignment on Hermiston’s top strengths among interviewees and survey respondents.



2. Community and business respondents agree on the top two things they want potential new businesses, visitors or those considering relocating to know about Hermiston. In-person interviewees expressed similar responses, but were not asked to rank.



3. Downtown revitalization and city beautification/upkeep limits Hermiston in many areas, including community branding because Hermiston is the brand.

“We need to clean up the town! Need a bigger sense of community.”

“I really think that Hermiston needs to work on getting a cleaner look/image. Poor ‘image’ issues tend to brand a town all on their own.”

“A stricter ordinance or ones who enforce it for crap looking properties in and around our city. Let’s clean up our town. While much is nice much is left to be desired.”

“Let’s clean up this town better. It is embarrassing giving directions into this town. It’s infested with gang activity everything is tagged, and the painted over the tower reminds me of the half painted fences with the half ass job of paint on the tower. People are either complaining or making fun of it.”

“Do we not have code enforcement? We are mostly a minimum wage town and we look like it. I like a nice change, but it does not start by painting it on the side of a water tower. Fix the ugly stuff and the other things will come.”

“Please enforce city codes that residents and businesses keep sidewalks clear of overgrowth and their property clear of junk and clutter.”

4. Livability (including a lack of quality housing – and better planned housing) and a lack of amenities (restaurants, parks, etc.) is a challenge for Hermiston regarding business recruitment, sustaining existing businesses, attracting new residents, employee recruitment and retention, and tourism.

“Hermiston needs to continue positive, focused efforts to increase livability.”

“Even if a business locates here, the workers may live in Tri-Cities because of that community’s livability.”

“We need parks and other shared community areas to enhance livability. Positive livability means less crime and other problems.”

“Enhancing livability factors is a challenge. The city’s undertaking for bike paths, walking paths, parks is really important. It needs to continue to be a priority to get it done.”

“Livability challenges and downtown revitalization must be a priority.”

“YOU CAN GROW HERE” COMMUNITY BRAND

More general community stakeholders needed to be involved in the “*You Can GROW Here*” brand development process with broad community input as part of that effort in its early stages. There was a lack of a focused rollout effort once finalized. These gaps created many challenges with the “*You Can GROW Here*” brand that should be addressed.



- A. Logo:** Among all respondents (in-person interviews and online/paper surveys), **the vast majority (92%) of respondents believe the watermelon should be included in the logo in some form** (in-person interviews and online/paper surveys).

Among in-person interviewees only, most had no issue with the serif font style. Many (76%) did not like the distressed aesthetic, including that it was difficult to read/use over a background.

“The watermelon logo is already established to delete it would be like taking the bucking horse away from Pendleton or the Big Apple away from NYC.”

“We’re already recognized for the watermelon. It’s not a disgrace to be the watermelon capital, much like Walla Walla being the sweet onion capital.”

“The new brand is ordinary. The watermelon is unique, cheery and inviting that gives historical prospective.”

“Everybody knows us for the watermelon. When you go outside this area people associate us with that. Change is hard, so if there will be a change there needs to be broad buy in.”

“The watermelon did give Hermiston it’s ‘fame’ so to say, so I understand why people are upset it’s gone.”

“Keep the watermelon somewhere in a logo. Does not have to be a central theme.”

“The watermelon is a Hermiston icon it needs to stay in the logo somewhere!”

“People know us for our watermelons but we do a lot more. Hard to break that. Embrace it and expand.”

“Hermiston is world renown for the watermelons grown here. Keep it. The ‘new’ alternative slogan has no continuity to the past and no substantive meaning to the present and future of the community.”

“Looks ugly. Distressed wood look. What they were going for was history, long term Western town. But instead it looks dilapidated – dying. When that logo is attached to other things (fruits, parks, kids, etc.) it looks okay. With something else it’s okay. By itself it looks and feels dilapidating/dying.”

“Isn’t bright or vibrant – it communicates old. The distressed look communicates old. Our values are important – we’re diverse and open and status quo isn’t always a good thing.”

“Looks like it needs to be repainted. I understand the distressed look is liked by some people but not by here. People question what is wrong with it.”

“It looks beat up. I get that it is supposed to be distressed but putting that on some things and all it does is look beat up.”

“We were trying to incorporate that logo, and we had a difficult time doing that because it was limited in how it could be presented on shirts and other items. I like the arc of the letters in Hermiston but not the distressed font.”

“I struggle with distressed font. It doesn’t translate in other uses.”

FINDINGS & CONCLUSIONS (CONTINUED)

A question about the logo style wasn't included as part of the community survey. However, many commented negatively about the logo without prompting.

"The distressed look of the brand shown before the survey will look like it is in disrepair at all times. I don't understand why the city would want to simulate years of wear on everything they place it on. It is a fad that will pass, then the city will be forced to pay to change things again."

"The logo (comprised of the tagline in a specific typeface) is also rather sterile and bland, without any real graphic appeal."

"The tagline is great. The logo stinks. The logo says "we have dirt". The logo needs to have color in it so it stands out against other community logos. Everyone outside Hermiston relates the town to watermelons. The fire hydrants are painted like watermelons. At least put a watermelon in it."

"Grunge and distressed text are going by the way side. Go with something that will withstand multiple style fads, something classic, something more representative of Hermiston."

"The logo may suggest a mainly agrarian outlook. May need something that hints at an industrial (non-agriculture) growth potential to increase diversity."

B. Tagline: Of 1,049 respondents (in-person interviews and online/paper surveys) 67% total have a concern with the currently proposed tagline; 70% when only including community members, with the majority expressing a concern about a potential tie to marijuana.

"The timing of the rollout of the current tagline is most unfortunate, given that it provides a ready-made linkage to marijuana. I feel that had the tagline been proposed a year later, it would have never been implemented."

"The tagline 'you can grow here' was a terrific concept until Measure 91 - the legalization of recreational marijuana. Given the regional and national and even international attention on marijuana, the tag line is now associated with growing of marijuana. That is unfortunate."

"Having community involvement in a new city brand might make the entire population more accepting of what is eventually chosen. I have heard nothing but jokes and negativity about the 'you can grow here' brand."

"With the new marijuana law in effect, a slogan having anything to do with growing is an obvious double entendre whether it's intentional or not."

"You can GROW here" has recently become the butt of many marijuana-related jokes. I would recommend some tagline referencing Hermiston's "home town" character, along the lines of "the way rural America used to be."

"I still like the "Hermiston, the watermelon capital of the world" slogan. I have had at least 5 visitors ask if we no longer have watermelons. They look for that sign and identify us by it. I don't think we should be known for our ability to GROW pot here. Just sayin'."

"The logo/tagline combo without a visual doesn't work."

"It's not that the tagline is bad but visuals are missing to help people understand how the tagline translates."

"People don't know the reason behind why the tagline was chosen. People aren't clear on it - it was just stuck up on the tower. No brand story."

C. Color Palette: Most in-person interviewees (75%) expressed some level of displeasure with the colors selected for the color palette. The majority commented about the brown as old or boring, and the beige as not standing out or difficult to read.

"The colors aren't great. They are blah and ugly. To me it needs to be more vibrant."

"The color palette with something else looks fine, even good at times but by itself, not so good."

"Why would you have Hermiston in dirt brown? It doesn't stand out - won't draw."

"Drab. Lifeless, colorless and incipit. It's bland."

"The colors need to be more vibrant."

"They are all in the same tone, which is really strongly related to rural and old western. Nothing that points to the future."

"The colors don't pop. My degree wasn't in business but fire trucks are red because you can see them."

A question about the color palette wasn't included as part of the community survey. However, many commented negatively about the colors without prompting.

"The logo (comprised of the tagline in a specific typeface) is also rather sterile and bland, without any real graphic appeal."

"The color it's written in is brown. We live in a brown desert put it back in color. The word "Hermiston" looks dirty, weather beaten, ragged. Put in good clean strong letters, like us!"

"I do not think the new brown is at all welcoming, nor does the logo look welcoming. It is very traditional looking and does not reflect a growing, thriving community."

"The tagline is great. The logo stinks. The logo says "we have dirt". The logo needs to have color in it so it stands out against other community logos. Everyone outside Hermiston relates the town to watermelons. The fire hydrants are painted like watermelons. At least put a watermelon in it."

"The color on the tower is plain and the font is boring. Put the watermelon on there."

COMMUNITY INPUT & "YOU CAN GROW HERE" BRAND ROLLOUT

Once the brand is updated, community input and a strategic and well-communicated rollout must be the focus.

1. An opportunity for community input and a broad rollout of the "You Can GROW Here" community brand were minimal to nonexistent, which caused many challenges.

"The brand is the community, which is the people, so we need to have a say."

"It was a shock to see the watermelon gone. No one knew it was going."

"I think when you choose a brand you should have community input. Ask to take the watermelon off."

"There wasn't enough sell/pitch and buy in."

"If you get more people involved and bought in, you'll have more success."

"The community should have been more involved in the decision of a new logo. The Watermelon should be included. And the paint job was horrible! Makes Hermiston look bad."

"City and chamber leaders need to flood the market with that brand, so it becomes evident that's who we are."

"Allow input from the community and leaders to give input or ideas, so it would have a broader base of input. So the community is included and can embrace it."

"I think the rollout was an epic failure. They put it up on the water tower which is the biggest billboard in Hermiston. Everyone saw it, and it looks dirty with the type of font used. 'You Can GROW Here' is going to be a hard tagline to sell at this point."



FINDINGS & CONCLUSIONS (CONTINUED)

2. The City and Chamber must work together to unify Hermiston's brand.

92% of in-person interviewees felt City and Chamber buy-in is very important or important to successfully roll out the community brand. And 80% stated it was very important to have common branding elements among the City and Chamber.

"Everyone must be on the same page for success."

"If you have dissension at the top, and don't have clear direction for your vision and future, then you'll go in different directions."

"The brand must be widely used."

"What compounds the issue is the relationship between the city and the chamber."

"Once you find your theme. Then everyone must buy in. Statue of watermelons, kids playing with watermelons. Embrace it and brand the whole city. We're not only watermelons, but it's an entry point to bring people here."



"Very important because whatever that brand says will represent the community, so we all need to be on the same page."

"If the brand will work, it must be widely used. They might even provide an innovative, incentive based way for businesses to use the brand."

"The City and Chamber should be married in this effort."

COMMUNITY BRAND RECOMMENDATIONS



Branding is what people think of or perceive when hearing or seeing the brand. In place branding (community/city branding), the place itself is the brand.

Just like business or product brands, place brands contain associations and meaning for people. People identify with communities both emotionally and rationally (a desire to visit, work or live, to belong, etc.). In this sense, **Hermiston is the brand**, not a logo, tagline or other visual identity.

Place branding is a complex process because of the various target audiences but also because when properly done, it involves multiple stakeholder groups. While including many stakeholders in the process is a lot of work, it is an incredibly valuable process in getting the new brand adopted.

An effective strategy to create a community brand is to bring all stakeholders together (officials, residents, business owners, etc.) at the beginning of the process to define a common vision. This includes city planners and others, as city branding is a process where words and visuals need to meet actions. The business climate, quality of life, community presentation, and experiences should all be addressed to enhance the community (both the perceptions and realities).

For example, if you want to attract visitors, you need to ensure current visitor activities are positive. To attract new residents, you must make sure current resident experiences are enjoyable. To attract new businesses, the current business climate must be favorable.

The most visual expression of a brand is a logo and tagline (the essence of the brand positioning or promise) or motto (expresses the ideals, motivation or intention of a group), although it is not always necessary to use a tagline or motto.

By thinking carefully and deliberately to identify the unique qualities that already exist and encapsulating them in the community brand, Hermiston will be able to help shape how businesses, visitors and new residents perceive the community.

The following encapsulates the Focal Point team's recommendations and align with community and business feedback.

In addition, the City and Chamber should jointly issue a news release to share the results of the community survey.

See Appendix I for a draft of this news release.

COMMUNITY BRAND RECOMMENDATIONS (CONTINUED)



LOGO RECOMMENDATIONS

There was not broad objection of the serif style font nor the use of the name “Hermiston” in the currently proposed logo. However, the research results clearly communicate that the logo should be updated to both remove the distressed aesthetic and to incorporate the watermelon into the design in some form.

The watermelon does not need to be a major element in the logo but should be kept in some way to pay homage to Hermiston’s existing identity. The watermelon also provides a unique characteristic that will help Hermiston stand out.

Additionally, it may not have been intentional, but the watermelon helped build brand equity for Hermiston. It is recognized within and outside of Oregon by many without the support of a strategic promotional effort.

While the watermelon-inclusive version will be the primary brand, a brand extension of the logo without the watermelon should also be developed.

This brand extension will allow for the broadest possible use of the logo by competing industries, or when the watermelon element may conflict in another way. However, the city should utilize the primary version of the logo that includes the watermelon for all its collateral and signage.

Before finalizing or testing an updated logo, be sure to evaluate the logo on both colorful and plain white backgrounds. Consider how it will look as a standalone element, for example: how will the logo and tagline look and be perceived on a police car? How does the logo look with and without pictures?

TAGLINE RECOMMENDATIONS

A new tagline should be selected that aligns with Hermiston’s strengths as identified in the community and business surveys, avoiding the word ‘grow’ to alleviate any unintentional negative connotations.

The “*You Can GROW Here*” tagline was of concern to a high percentage of respondents (67% total; 70% when only including community members), those concerns were generally concerns that the tagline would be tied to marijuana.

The current tagline is effective, but timing of the brand rollout, which coincided with the legalization of recreational marijuana has tainted its use in the foreseeable future. It is also likely permanently tainted among community members.

When developing a new tagline, consider if it clearly communicates its intended meaning without supporting pictures. Additionally, assess tagline options against the following criteria from The Byline Group.

Attributes: *Does it express the city’s brand character, affinity, style, and personality?*

Message: *Does it tell a story in a clever, fun, and memorable way?*

Differentiation: *Is it unique and original?*

Ambassadorship: *Does it inspire you to visit there, live there, or learn more?*

To also aid in this process, a large collection of city mottos can be found online at taglineguru.com/mottolist.html, which may help in the brainstorming process.

Once selected, the new tagline should be used in conjunction with an enhanced version of the proposed logo; and again tested broadly prior to any adoption or usage.

COLOR PALETTE RECOMMENDATIONS

The color palette should be updated to be more vibrant, and a secondary color palette should be added to provide more flexibility in marketing and advertising efforts.

While color choices may seem subjective – and they are to some degree – color, whether we’re conscious of it or not, evokes an emotion or feeling from us all. It affects our mood. It can, and does influence our decision-making. Understanding what certain colors evoke in the mind of your audiences will give you a good grasp on which to choose.

In selecting the Hermiston brand’s color palettes (primary and secondary), consider how the colors will resonate with the diverse mix of both millennial and baby-boomer audiences. For example, millennials will generally perceive/react differently to certain colors than baby-boomers.

Additionally, it is critical to assess how the selected colors will look on plain and full-color backgrounds and images. While no color will be effective on every background, the colors selected should both stand out and match the vibrancy of Hermiston, as perceived by those surveyed and interviewed.



COMMUNITY BRAND RECOMMENDATIONS (CONTINUED)

Recommendations Recap:

Through research and findings, here's an overview/recap of our community brand recommendations...



BRAND PARTNERSHIP

- The City and Chamber must jointly champion the community branding effort.



INPUT & TESTING

- Updated brand elements (logo, tagline and associated colors) should be broadly tested across the community before being officially adopted or rolled out in any form.



LOGO

- Font style is okay, but remove the distressed aesthetic.
- Incorporate the watermelon into the logo design (does not need to be a major element).
- Create a brand extension of the logo that does not include the watermelon for competing industries.



TAGLINE

- Develop a tagline that reflects the spirit of Hermiston.
- Avoid the word "grow".



COLOR PALETTE

- Update the color palette to add more vibrancy.
- Create a secondary color palette for maximum flexibility.



HERMISTON BRAND

Two distinct community brand concepts (logo and tagline) should be developed and broadly tested throughout the community to gain feedback before the final brand is selected and adopted. One concept should include an update of the previously tested brand.

Providing two options that express Hermiston’s identity and align with community and business feedback from the Focal Point surveys and in-person interviews, will clearly communicate an understanding of the vital importance of early feedback from the people who live, work and raise families in Hermiston.

Providing options should also lessen the likelihood of an overly negative response if only one brand is tested and disliked – or from those who may feel a Band-Aid fix to the “*You Can GROW Here*” brand is being attempted.

COMMITTEE ENHANCEMENT & INVOLVEMENT

Committee members should be involved in the community brand update process.



The Future’s Committee and Branding and Community Promotion Subcommittee worked through many iterations before proposing the “*You Can GROW Here*” brand elements. This was an effective way to develop the brand.

The Committee should be reassembled to work on the updated community brand following the recommendations in this plan – including broad community input and testing. However, the Committee should be expanded to include at least 10 new community members who are not elected officials, business owners or community leaders to participate in the process. These new members should resemble the wide demographic of Hermiston residents.

COMMUNITY BRAND RECOMMENDATIONS (CONTINUED)



BROAD COMMUNITY INPUT & TESTING

The updated brand elements should be *broadly tested* across the community *before* being officially adopted or rolled out in any form.

It's important to realize that the process to update the community brand does not end with a new logo, tagline and color palette design and selections. Community input (including City and Chamber employees) is extremely important and should not be overlooked or taken lightly. Those who live and work in Hermiston are the most committed to any community brand. They are the strongest means to help or hinder any community brand effort.

This broad community input and testing should be done using multiple methods including broadly publicized community wide survey in English and Spanish (consider using the [HermistonBrand.com](https://www.hermistonbrand.com) website for continuity); in-person presentations and feedback sessions at key community meetings; interviews with local media; and open houses with City and Chamber representatives at a welcoming location (e.g. school, library meeting room, etc.).

Do not expect to receive 100% approval by community members when testing the updated brand elements. Be prepared for criticism by members of the public who were frustrated by the previous efforts or for other reasons and by the news media.

The key is to provide an opportunity for community input prior to adoption or any usage. As part of this process:

- Include a clear message that their previous concerns were heard and extremely appreciated.
- Communicate that their feedback led to an update of the community brand they previously commented on, as well as an entirely new design.
- Request their input/vote on the two new brand options.
- Share that you understand these options may not please everyone, but you believe the updated brand offerings reflect what you heard from the majority.

As part of this broad community testing and input effort, consider an acknowledgment that the community input about Hermiston's strengths and the brand should have been sought before being finalized and adopted by the City Council and painted on the water tower. This acknowledgment will go a long way to restore any trust lost due to the previous actions and to help build support for the new effort.

ADOPTION & RELAUNCH

After adoption, the brand elements (logo, tagline, color palette) must be used consistently and professionally to establish and build the brand.

Consistency will also help avoid confusion. If used consistently, this new visual identity will become a common element to unify the entire community and to become familiar to businesses, residents and visitors Hermiston is trying to attract.

BRAND PARTNERSHIP

The City and Chamber must jointly champion the community branding effort.

While it is not realistic to expect private businesses to utilize the brand, because this is a community brand, the City (and all departments) and the Chamber of Commerce should adopt the updated brand and use it in all communication efforts and materials (marketing and outreach, economic development, public relations, recruiting, tourism, etc.).

This does not mean each entity must be identical, but all materials (including websites) should have enough common elements that people will recognize a unified visual identity.

See the section called, “Pre-Plan for Community Signage & Collateral Updates” on page 21 for more examples of how the updated brand should be used and planned for by the City and Chamber.



COMMUNITY BRAND ROLLOUT RECOMMENDATIONS

These rollout activities should only occur after the recommended changes have been made, and the new brand has been broadly tested throughout the community.



COMMUNICATE BROADLY

Launching a community brand is a rare opportunity; make a big deal out of it. Use every available means to communicate the updated community brand. Be sure to include the why behind the change and the purpose of a community brand and how this new brand aligns with the community's feedback.

As part of this process, identify all key stakeholders and select the best way to reach each audience.

- **Prior to any public meeting, invest time to test what you plan to say and show to ensure the audiences will receive the intended message.**
 - A simple way to do this includes selecting a smaller group of key stakeholders (employees, community members, business leaders, elected officials, etc.) and present a sneak peek of the presentation materials and ask for feedback.
 - Make any necessary adjustments to the presentation notes, messaging, talking points, and materials.
- **Hold a meeting with a small subset of City and Chamber to present community input/testing findings of the newly proposed community brand, and provide a high-level overview of planned rollout actions (City and Chamber should jointly present and ask for feedback.)**
 - Involve or pre-communicate with the Future's Committee and Branding and Community Promotion Subcommittee.
- **Set a date for an official reveal the community brand and promote it broadly.**
 - Consider an unveiling-type ceremony or party atmosphere that is very public at a neutral site (school, ball field or farmers' market location).
 - When speaking, include what you heard from the community, thank them again for their input.
 - If appropriate and fiscally responsible, consider give-aways or one promotion item for attendees. The selected item(s) should have a good lifespan and be a product that will be frequently used or seen. Some examples include:
 - » Vinyl clings
 - » Refrigerator magnet
 - » Poster/printed infographic
 - » Cups
 - Recruit broad business and community leaders' buy-in ahead of time to support the brand and have them present and potentially speak.
 - Be sure to invite the media.
 - » Be prepared to answer questions about cost; questions about the new brand's characteristics (perceived unoriginality, perceived underemphasized elements, etc.)

- **Hold a series of post-reveal community meetings to present the new brand (not only in formal meeting rooms). Include presentations to civic groups. See Appendix F for a listing of civic groups.**
 - Don't expect major attendance at each event.
 - Need to say thank you, this is what we heard, we have listened (thanking them genuinely for their input).
 - City and chamber should jointly present community brand.
 - Recruit broad business and community leaders (business or individuals beyond City Council and Chamber Board) to be spokespeople for the brand to help promote it.
 - » A majority of in-person interviewees stated they are willing to help with the brand rollout effort.
- See Appendix A (page 24) for the list of interviewees.*

- **Issue news releases to announce major rollout news.**
 - Issue a news release announcing the schedule of community meetings.
 - Issue a release announcing the unveiling ribbon cutting/party.
 - Be available, and proactively seek media interviews to announce the ribbon cutting and/or community events.
- **Post the updated brand with a summary of why on Chamber and City websites.**
 - Consider developing a microsite (or using www.HermistonBrand.com) as a hub for the new brand.
 - » This site can include the brand story, purpose, visual assets, brand guideline, etc. It can serve as the permanent place to send people for everything related to the community brand.



PRE-PLAN FOR COMMUNITY SIGNAGE & COLLATERAL UPDATES

Rolling out a brand too slowly can be detrimental to the effort, and cause significant confusion among community members, visitors and other stakeholders.

By planning ahead, updates can be done in a more strategic and timely fashion, taking budgets into consideration.

- **Create a brand stylebook with associated elements (logo, tagline, color palette) available to be downloaded online (consider using HermistonBrand.com or a URL aligned with the final brand name for this hub).**
- **Write an updated and enhanced brand story in the stylebook to help communicate the why and purpose behind the community brand.**
 - The brand story must be compelling, authentic, clear and simple.
- **Send out a letter to businesses, Chamber members and other entities in and around Hermiston announcing the new brand and associated website/Web page launch (once items are uploaded).**
 - The letter should encourage them to utilize the brand in conjunction with their existing brand whenever possible to help promote Hermiston and instill pride among those who live and work in Hermiston.

See sample letter in Appendix H (page 48).
- **The City and Chamber should work jointly to identify signage and materials (print and electronic – including websites) on their respective media audit lists that can**

COMMUNITY BRAND ROLLOUT RECOMMENDATIONS (CONTINUED)

be updated to the new community logo immediately and set a timeline for completion.

- *Ideally, these initial elements should be updated and jointly rolled out on the same day to have a larger impact.*

See City and Chamber media audit lists in Appendix F; and recommendations for items to immediately update once the brand is officially adopted in Appendix G.

- **A second phase of updates should be completed within three months of the launch for items that will require a slightly longer planning horizon.**
- **Set a timeline for updating any final items, which will take longer to update due to budget, resource or other challenges. Communicate broadly when they will be complete. (Consider including this list on the City and Chamber websites.)**
- **The City and Chamber should also jointly identify items or locations throughout the community to enhance the image of Hermiston. These may include:**
 - *Identifiable buildings, events, community gathering places, landmarks.*
 - *Parks, bridges, river signage.*
 - *Roads, trails or other means along which people drive, bike, run or walk.*
 - *Community neighborhoods with distinctive character, sporting or conference/event venues.*
- **Upload the new branding collateral available on both the Chamber and the City websites.**



APPENDICES

APPENDIX - A

In-Person Interviewees

Dennis Barnett	Bill Elfering	Fred Maiocco	Craig Reeder
Joe Basille	Larry Fetter	Barb Martin	Jesus Rome
Clara Beas-Fitzgerald	Joe Franell	Bryan Medelez	Kelly Schwirse
Dennis Burke	Manuel Gutierrez	Mark Morgan	Byron Smith
Josh Burns	Phil Hamm	Jackie Myers	Doug Smith
Lori Davis	Rod Hardin	Mitch Myers	Wade Smith
Eddie De La Cruz	Greg Harris	Amy Palmer	Jeff Snell*
Dave Drotzmann	Ginny Holthus	Debbie Pedro	Joe Thompson
Jason Edmiston	John Kirwan	Doug Primmer	Jeff Wheeler
Steve Eldridge	Tim Mabry	Kim Puzey	Steve Williams

**Scheduling conflict prevented him from being interviewed.*

APPENDIX - B

In-Person Interview Questionnaire

City of Hermiston Community Branding | Interview Questions

Background on Council/Board Member

1. How long have you lived in Hermiston? # Years?
2. How long have you been on the Council/Board? # Years?
3. How did you get involved?
4. Do you own any businesses or sit on any other boards?
5. Were you a member of The Hermiston Futures Task Force?

Background on Community Member (Non-Council Member/Chamber Board Member)

1. How long have you lived in Hermiston? # Years?
2. Do you own any businesses or sit on any other boards?
3. Were you a member of The Hermiston Futures Task Force?

SWOT & Vision

1. What are Hermiston's greatest STRENGTHS?
2. What are its greatest CHALLENGES?
3. What OPPORTUNITIES do you see?
4. What are the community's biggest THREATS?
5. Communities are all different. What makes it unique?
6. What do you believe is Hermiston's culture?
(The way of life for those who live here – the behaviors, beliefs, values, and symbols that people here accept, generally without thinking about them.)
7. What is your VISION for Hermiston five to 10 years from now?
8. What challenges or obstacles need to be overcome in order to achieve this vision?

Community Brand

9. In your own words, how would you describe the City of Hermiston community brand?
10. In your own words, how would you describe the City of Hermiston community brand tagline?
11. Do you believe the new community brand is linked to the community's culture and values?
12. What do you want new businesses, visitors or potential new residents to know and remember about Hermiston?
13. How important do you think broad community buy-in is to a successful roll out of the community brand?
 Very important/necessary
 Important/necessary
 Somewhat important/necessary
 Not very important/necessary
 Don't Know
14. How important do you think key organization (City, Chamber, etc.) or business buy-in is to a successful roll out of the community brand?
 Very important/necessary
 Important/necessary
 Somewhat important/necessary
 Not very important/necessary
 Don't Know
15. How important do you think it is to have common branding elements across major community entities to help unify the identity of Hermiston?
16. When you consider a broader rollout of the community brand, what challenges do you see? What's not being done that should be?
17. If you were leading the community branding rollout effort, what would your key strategies be? What's worked? (For City Manager what are your key strategies?)

APPENDIX - B | INTERVIEW QUESTIONS CONTINUED

18. When you consider key community members (individuals or businesses), whose leadership is critical in really stepping forward to galvanize others behind the brand rollout efforts?
19. Is there anyone else we should talk to?

Reference the Branding Elements

20. A new logo has been developed as part of the community branding effort



- What are your thoughts about the logo?
 - What are your thoughts about the color palette selected?
 - What are your feelings about not using the watermelon in the brand?
21. The tagline, “You Can GROW Here” has been developed as part of the community branding effort:



- What are your thoughts about the tagline?
 - Do you believe this will resonate with the community, visitors and potential businesses?
 - Do you have any concerns?
 - Alternative suggestion?
22. Do you believe there is value in having common elements across major entities as part of an overall community brand?

WRAP UP

As you think of your skills and talents, where would you like to make your mark with the community branding rollout effort?

Is there anything we haven't covered that you want to stress or emphasize?

APPENDIX - C

Online & Paper Community Survey

HermistonBrand.com | Hermiston's Saturday Market | Wal-Mart | (English & Spanish)

Dear Community Member,

We're gathering input from Hermiston area community members, so we can better understand your opinions about the proposed community brand. The five question survey will only take about two minutes to complete.

Eager to get started? Take the survey now!

[This line of text and button below, hyperlinked to www.HermistonBrand.com]

The survey is completely confidential, with responses being gathered by an independent contractor, who will consolidate the data.

We'll use the consolidated information to assess perceptions of the brand as it currently exists, or to determine any changes we should make before moving forward further with a community brand. There is more information about the community branding efforts below.

We greatly value your input and ideas and thank you in advance for taking the survey. We'll be sure to share information about the survey findings and about community branding efforts later this year.

Sincerely,

Dave Drotzmann
City of Hermiston Mayor

Debbie Pedro
*Hermiston Chamber of
Commerce Executive Director*

Byron Smith
City Manager

TAKE THE SURVEY

APPENDIX - C | ONLINE & PAPER COMMUNITY SURVEY CONTINUED

RESPONDENTS OPTIONAL LEARN MORE INFORMATION

Community Branding Effort Background

The function of a community brand is to influence what potential new businesses, visitors or those considering moving to Hermiston think, and the way they feel about the community.

The current version of the brand (below, and as seen on the water tower) was developed as part of a City of Hermiston initiative by a diverse group of community members and business representatives on the Hermiston's Future Task Force Branding and Community Promotion Subcommittee.

This subcommittee focused on this important work because of feedback the city heard from businesses that chose to locate elsewhere, and due to challenges experienced by others in trying to attract new businesses, to hire additional employees, and to bring new community members and visitors to our community.

The aim of the subcommittee's work was to develop a community brand identity with the broad goals of:

- Give Hermiston an identity
- Promote Hermiston's livability
- Remain the largest city in Eastern Oregon
- Attract more businesses and families to the area
- Make it a desirable destination/increase tourism

HERMISTON
YOU CAN GROW HERE.

1. What are the greatest strengths of the Hermiston community?

Select up to two responses.

[Randomize order of response options]

- | | |
|---|---|
| <input type="checkbox"/> Its people | <input type="checkbox"/> Its inclusiveness |
| <input type="checkbox"/> Its workforce | <input type="checkbox"/> Strong business culture |
| <input type="checkbox"/> Its industries | <input type="checkbox"/> Amenities (parks, shopping, restaurants) |
| <input type="checkbox"/> Its transportation options (road, rail, river) | <input type="checkbox"/> Other (fill in other) |
| <input type="checkbox"/> Its location (within hours of major cities) | |

2. What do you want potential new businesses, visitors or those considering relocating here to know about Hermiston? Select up to two responses.

[Randomize order of response options]

- | | |
|---|---|
| <input type="checkbox"/> People are welcoming | <input type="checkbox"/> Open to growth |
| <input type="checkbox"/> A sense of belonging | <input type="checkbox"/> Diverse transportation options (road, rail, river) |
| <input type="checkbox"/> Loyal community | <input type="checkbox"/> Ideal location (within hours of major cities) |
| <input type="checkbox"/> Open to new ideas | |
| <input type="checkbox"/> Its vibrant | |

3. Do you believe the watermelon should remain in the community brand in some form?

- Yes No

4. Do you have any concerns with the currently proposed community tagline, “You Can GROW Here”?

- Yes No

5. Is there anything else you’d like to add?

APPENDIX - C | ONLINE & PAPER COMMUNITY SURVEY CONTINUED

Estimado miembro de la comunidad,

Estamos colectando opiniones de los miembros de la comunidad de Hermiston para que podamos comprender mejor su opinión sobre la imagen de la comunidad que se propone. Completar el estudio de cinco preguntas solo le tomara dos minutos.

Ansioso por empezar? Tome la encuesta ahora!

[This line of text and button below, hyperlinked to www.HermistonBrand.com]

El estudio es completamente confidencial, y las respuestas serán colectadas por un contratista independiente que consolidará los datos.

Usaremos la información consolidada para evaluar las percepciones de la imagen que existe actualmente o para determinar los cambios que debemos realizar antes de avanzar con la imagen de la comunidad. Abajo encontrará más información acerca de los esfuerzos por la imagen de la comunidad.

Realmente apreciamos su opinión y ideas y le agradecemos de principio por participar en el estudio. Nos aseguraremos de compartir la información de los resultados de la encuesta y los esfuerzos de imagen de la comunidad durante este año.

Atentamente,

Dave Drotzmann
Alcalde de Hermiston

Debbie Pedro
*Cámara de Comercio de
Hermiston Director Ejecutivo*

Byron Smith
Administrador Municipal

PARTICIPAR EN EL ESTUDIO

RESPONDENTS OPTIONAL LEARN MORE INFORMATION

Antecedentes de esfuerzos por la imagen de la comunidad

La función de la imagen de la comunidad es influir en la opinión y sentimientos de aquellas empresas, visitantes o personas que consideren moverse a la comunidad de Hermiston.

La versión actual de la marca (se puede observar abajo, tal como se ve en la cisterna) se desarrolló como parte de una iniciativa de la Ciudad de Hermiston llevada a cabo por un grupo de miembros de la comunidad y representantes empresarias del Comité de Imagen del Equipo de Trabajo y Promoción de la Comunidad del Futuro de Hermiston.

El comité se centra en este importante trabajo debido a la opinión que la ciudad recibió de empresarios que prefieren establecer sus actividades en otros lugares, y la dificultar al intentar atraer nuevas empresas, contratar nuevos empleados y atraer nuevos miembros y visitantes a nuestra comunidad.

El objetivo del trabajo del comité fue desarrollar una identidad de imagen de la comunidad con amplias metas como:

- Brindar identidad a Hermiston
- Promocionar a Hermiston como un lugar habitable
- Continuar siendo la mayor ciudad en Oregón del Este
- Atraer más empresas y familias al área
- Convertir en un destino atractivo y aumentar el turismo

HERMISTON

YOU CAN GROW HERE.

APPENDIX - C | ONLINE & PAPER COMMUNITY SURVEY CONTINUED

1. ¿Cuáles son los puntos fuertes de la comunidad de Hermiston? Seleccione un máximo de dos respuestas.

[Randomize order of response options]

- | | |
|---|--|
| <input type="checkbox"/> Las personas | <input type="checkbox"/> El inclusividad |
| <input type="checkbox"/> Los trabajos | <input type="checkbox"/> La cultura empresarial fuerte |
| <input type="checkbox"/> Los industrias | <input type="checkbox"/> Comodidades (parques, compras, restaurants) |
| <input type="checkbox"/> Los opciones de transporte (carretera, ferrocarril, rio) | <input type="checkbox"/> Otras (especifique) |
| <input type="checkbox"/> La locación (a horas de las ciudades principals) | |

2. ¿Qué quieres que sepan las pontenciales nuevos negocios, visitantes o quienes quieran mudarse aquí? Seleccione un máximo de dos respuestas.

[Randomize order of response options]

- | | |
|--|--|
| <input type="checkbox"/> Las personas son agradables | <input type="checkbox"/> Abierto al crecimiento |
| <input type="checkbox"/> Un sence de pertenencia | <input type="checkbox"/> Diversas opciones de transporte (carretera, ferrocarril, rio) |
| <input type="checkbox"/> Comunidad fiel | <input type="checkbox"/> Un localizacion ideal (a horas de las ciudades principals) |
| <input type="checkbox"/> Abierto a nuevas ideas | |
| <input type="checkbox"/> Es vibrante | |

3. ¿Cree que el sandia debe de permanecer como el imagen de la comunidad de alguna forma?

- Sí No

4. ¿Tiene alguna preocupación acerca del eslogan de la comunidad que se propuso “Usted puede CRECER aquí”?

- Sí No

5. ¿Hay algo más que le gustaría incluir?

APPENDIX - D

Online Chamber Member Survey

Dear Chamber Member,

We're gathering input from Hermiston area business members, so we can better understand your opinions about the proposed community brand. The seven question survey will only take about five minutes to complete.

The survey is completely confidential, with responses being gathered by an independent contractor, who will consolidate the data.

We'll use the consolidated information to assess perceptions of the brand as it currently exists, or to determine any changes we should make before moving forward any further with a community brand. There is more information about the community branding efforts below.

www.surveymonkey.com/r/Hermistonbrand

We greatly value your input and ideas and thank you in advance for taking the survey. We'll be sure to share information about the survey findings and about community branding efforts.

Sincerely,

Dave Drotzmann
City of Hermiston Mayor

Debbie Pedro
*Hermiston Chamber of
Commerce Executive Director*

Byron Smith
City Manager

TAKE THE SURVEY

APPENDIX - D | ONLINE & PAPER COMMUNITY SURVEY CONTINUED

RESPONDENTS OPTIONAL LEARN MORE INFORMATION

Community Branding Effort Background

The function of a community brand is to influence what potential new businesses, visitors or those considering moving to Hermiston think, and the way they feel about the community.

The current version of the brand (below, and as seen on the water tower) was developed as part of a City of Hermiston initiative by a diverse group of community members and business representatives on the Hermiston's Future Task Force Branding and Community Promotion Subcommittee.

This subcommittee focused on this important work because of feedback the city heard from businesses that chose to locate elsewhere, and due to challenges experienced by others in trying to attract new businesses, to hire additional employees, and to bring new community members and visitors to our community.

The aim of the subcommittee's work was to develop a community brand identity with the broad goals of:

- Give Hermiston an identity
- Promote Hermiston's livability
- Remain the largest city in Eastern Oregon
- Attract more businesses and families to the area
- Make it a desirable destination/increase tourism

HERMISTON
YOU CAN GROW HERE.

1. What are the greatest strengths of the Hermiston community?

Select up to two responses.

[Randomize order of response options]

- | | |
|---|---|
| <input type="checkbox"/> Its people | <input type="checkbox"/> Its inclusiveness |
| <input type="checkbox"/> Its workforce | <input type="checkbox"/> Strong business culture |
| <input type="checkbox"/> Its industries | <input type="checkbox"/> Amenities (parks, shopping, restaurants) |
| <input type="checkbox"/> Its transportation options (road, rail, river) | <input type="checkbox"/> Other (fill in other) |
| <input type="checkbox"/> Its location (within hours of major cities) | |

2. What do you want potential new businesses, visitors or those considering relocating here to know about Hermiston? Select up to two responses.

[Randomize order of response options]

- | | |
|---|---|
| <input type="checkbox"/> People are welcoming | <input type="checkbox"/> Open to growth |
| <input type="checkbox"/> A sense of belonging | <input type="checkbox"/> Diverse transportation options (road, rail, river) |
| <input type="checkbox"/> Loyal community | <input type="checkbox"/> Ideal location (within hours of major cities) |
| <input type="checkbox"/> Open to new ideas | |
| <input type="checkbox"/> Its vibrant | |

3. What is necessary for Hermiston to be more competitive in recruitment of businesses, employees or community members?

Greater city beautification/upkeep

- Strongly Agree Agree Disagree Strongly Disagree

Expanded quality housing options

- Strongly Agree Agree Disagree Strongly Disagree

More family-wage career opportunities

- Strongly Agree Agree Disagree Strongly Disagree

Broader amenities (parks, shopping, restaurants)

- Strongly Agree Agree Disagree Strongly Disagree

APPENDIX - D | ONLINE & PAPER COMMUNITY SURVEY CONTINUED

4. What are the top messages you want to convey to other businesses considering locating in Hermiston? Select two.

[Randomize order of response options]

- People are welcoming
- Strong business culture
- Diverse industries
- Loyal community
- Easy permitting
- A sense of belonging
- Community inclusiveness
- Open to growth
- Its transportation options (road, rail, river)
- Its location (within hours of major cities)
- Other (fill in other)

5. Do you believe the watermelon should remain in the community brand in some form?

- Yes No

6. Do you have any concerns with the currently proposed community tagline, "You Can GROW Here?"

- Yes No

7. Is there anything else you'd like to add?

APPENDIX - E

Community & Business Survey Results

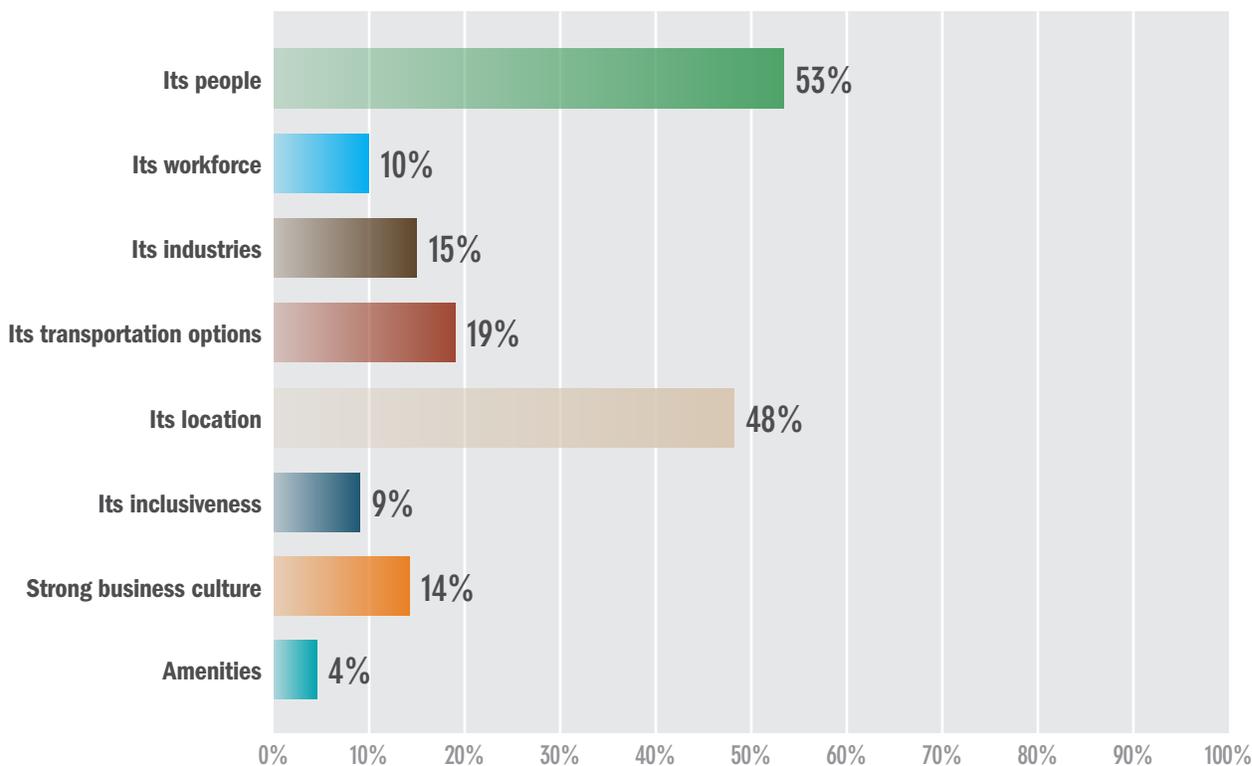
| ONLINE & HARD COPY |

999 TOTAL COMMUNITY RESPONSES
50 TOTAL BUSINESS RESPONSES

COMMUNITY RESPONSES (999 TOTAL RESPONSES, ONLINE & HARD COPY)

1. What are the greatest strengths of the Hermiston community?
Select up to two responses.

TOP ANSWERS:
#1 - Its people
#2 - Its location

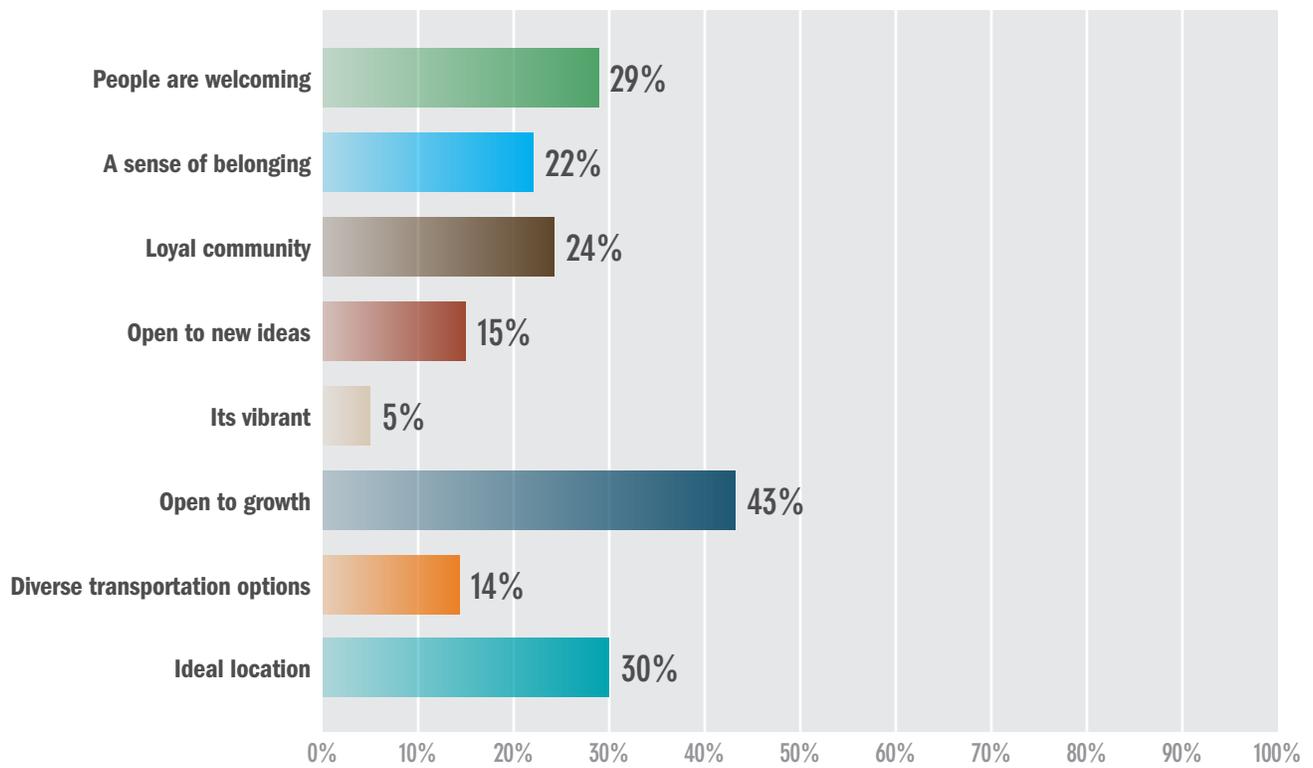


APPENDIX - E | COMMUNITY & BUSINESS SURVEY RESULTS CONTINUED

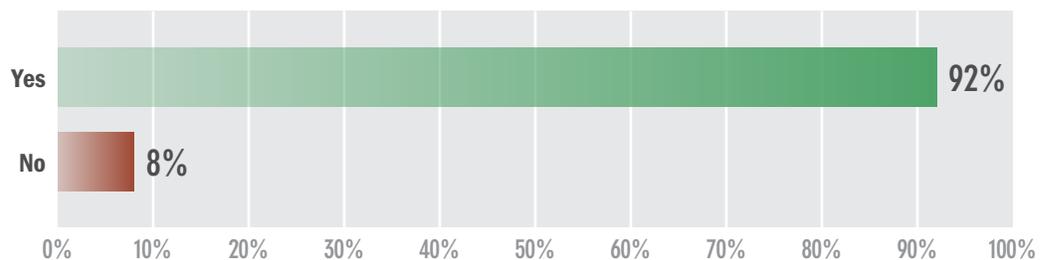
COMMUNITY RESPONSES (999 TOTAL RESPONSES, ONLINE & HARD COPY)

2. What do you want potential new businesses, visitors or those considering relocating here to know about Hermiston? Select up to two.

TOP ANSWERS:
#1 - Open to growth
#2 - Ideal location
#3 - People are welcoming

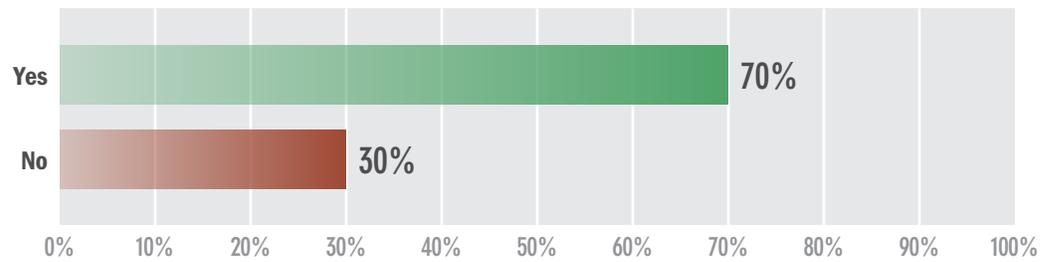


3. Do you believe the watermelon should remain in the community brand in some form?



COMMUNITY RESPONSES (999 TOTAL RESPONSES, ONLINE & HARD COPY)

4. Do you have any concerns with the currently proposed community tagline, "You Can GROW Here?"

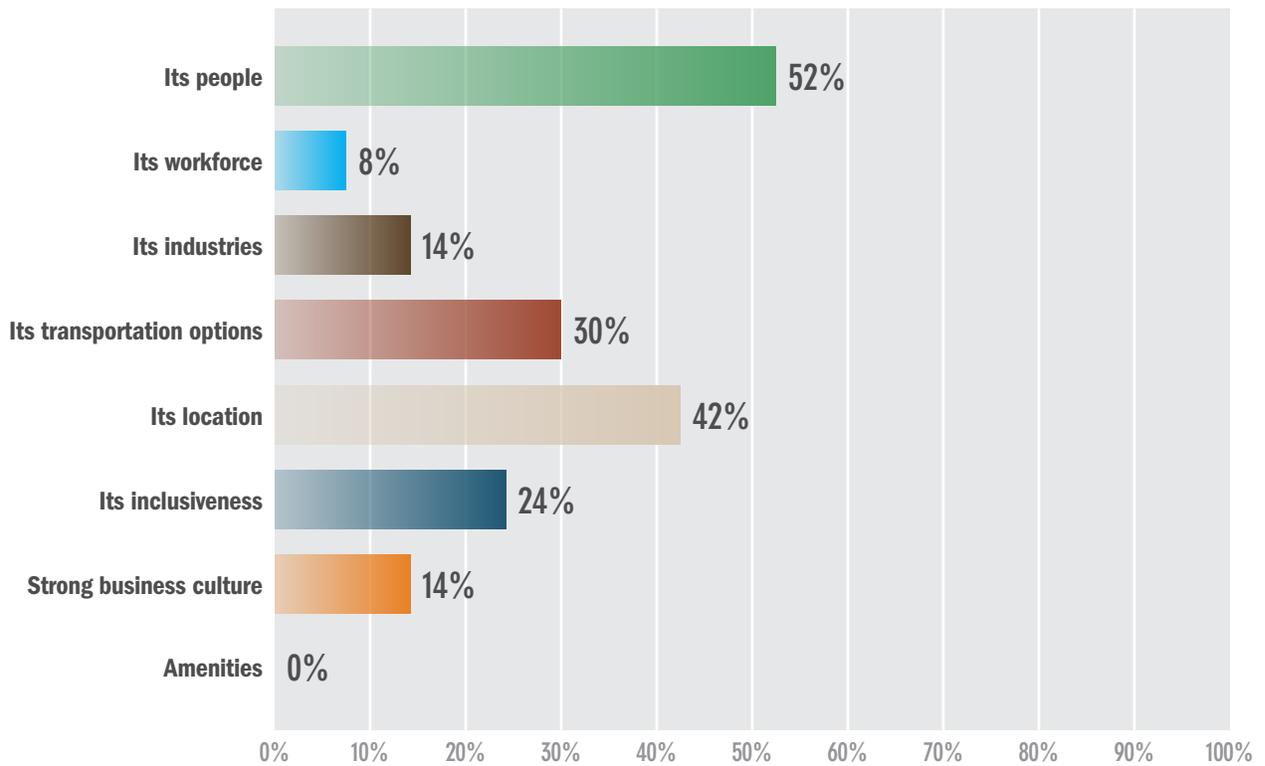


APPENDIX - E | COMMUNITY & BUSINESS SURVEY RESULTS CONTINUED

BUSINESS RESPONSES (50 TOTAL RESPONSES)

1. What are the greatest strengths of the Hermiston community?
Select up to two responses.

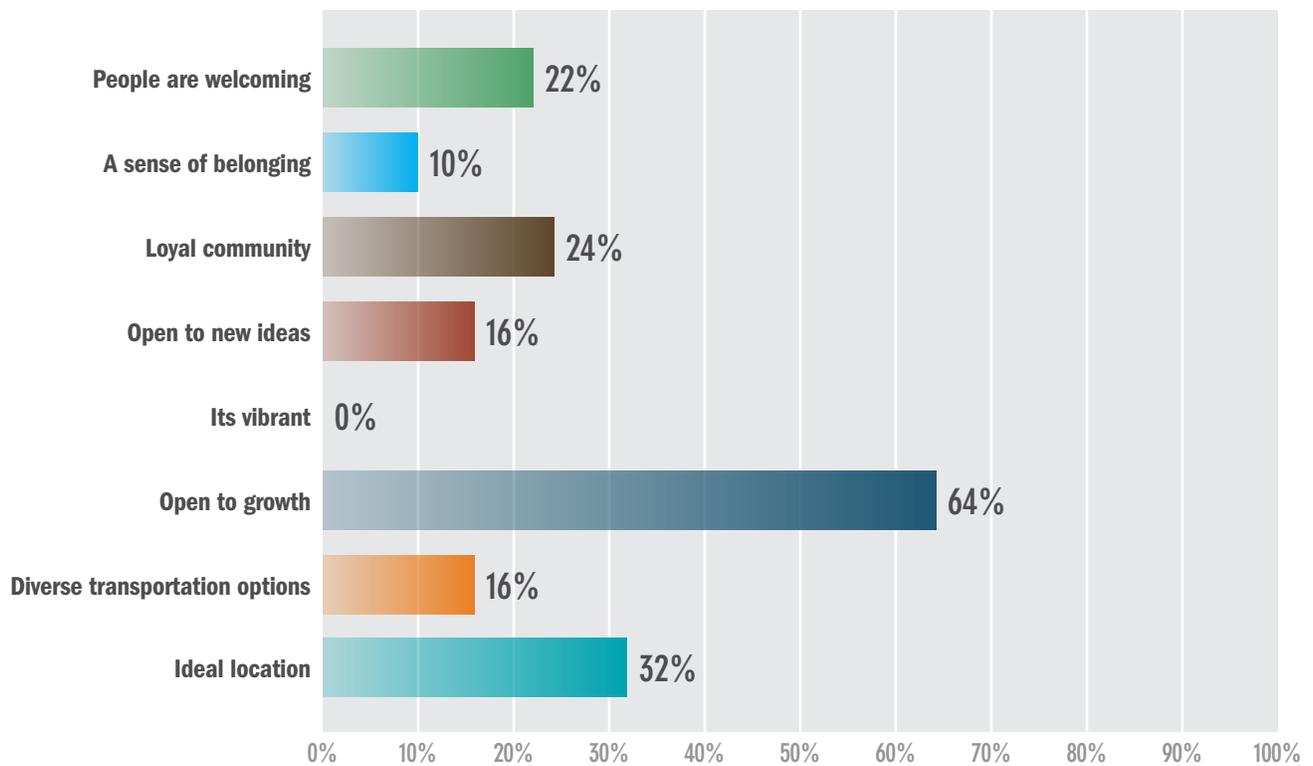
TOP ANSWERS:
#1 - Its people
#2 - Its location



BUSINESS RESPONSES (50 TOTAL RESPONSES)

2. What do you want potential new businesses, visitors or those considering relocating here to know about Hermiston? Select up to two.

TOP ANSWERS:
#1 - Open to growth
#2 - Ideal location
#3 - Loyal community



APPENDIX - E | COMMUNITY & BUSINESS SURVEY RESULTS CONTINUED**BUSINESS RESPONSES (50 TOTAL RESPONSES)****3. What is necessary for Hermiston to be more competitive in recruitment of businesses, employees or community members?**

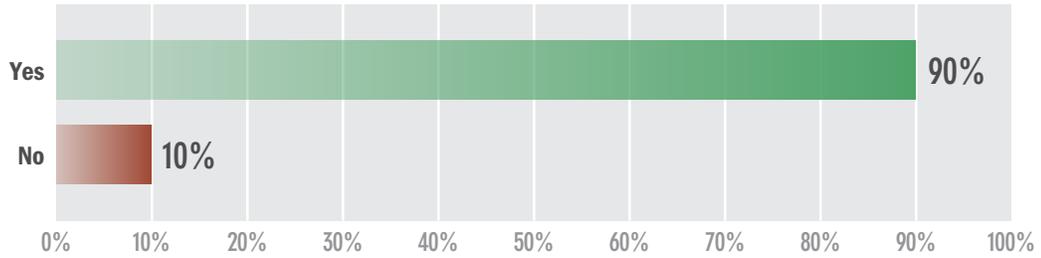
	Strongly agree	Agree	Disagree	Strongly disagree
Greater city beautification/upkeep	46%	41%	13%	0%
Expanded quality housing options	31%	62%	7%	0%
More family-wage career opportunities	44%	54%	2%	0%
Broader amenities (parks, shopping, restaurants)	60%	34%	6%	0%

4. What are the top messages you want to convey to other businesses considering locating in Hermiston? Select up to two responses.**TOP ANSWERS:****#1 - Open to growth****#2 - Its transportation options****#3 - Its location**

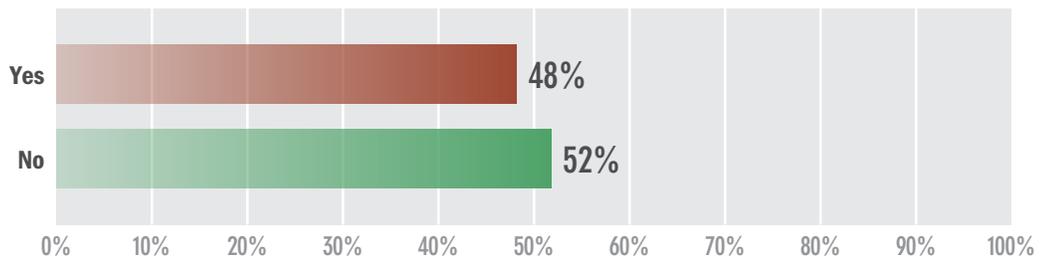
Answer choices	Response %
People are welcoming	16%
Strong business culture	18%
Diverse industries	12%
Loyal community	14%
Easy permitting	2%
A sense of belonging	10%
Community inclusiveness	16%
Open to growth	53%
Its transportation options (road, rail, river)	27%
Its location (within hours of major cities)	20%

BUSINESS RESPONSES (50 TOTAL RESPONSES)

5. Do you believe the watermelon should remain in the community brand in some form?



6. Do you have any concerns with the currently proposed community tagline, "You Can GROW Here?"



APPENDIX - F

City & Chamber Media Audits

CITY OF HERMISTON MEDIA AUDIT

High-Performance Sign (Signage)

To change out all signage that has the current logo would be \$20,000.00 to \$35,000.00. This cost could be reduced by putting overlays on some of the signs if the new logo shape facilitates that.

- Conference Center sign
- City building signs (City Hall, Recycled Water Plant)
- Park and trail signs including informational kiosks
- Banners
- Visitor's kiosk (Conference Center)
- City equipment and vehicles (decals) @ \$75.00 per vehicle

UniFirst (Welcome Mats)

Welcome mats, no set up fees.

AJ's (Apparel)

Set up fee: max six different colors @ \$30.00/color.

Total of \$30.00 to \$180.00.

If the image needs to be significantly resized or set up for embroidery, then an additional set up fee will be charged.

The Pin Center (Lapel Pins)

Setup charge of \$85.00 plus

500 pins @ \$1.25 each

1,000 pins @ \$1.10 each and setup waived

2,000 pins @ \$0.99 each and setup waived

Sundown Metal Art (Benches and Trash Receptacles)

Benches @ \$1,500.00 each

Trash receptacles @ \$1,000.00 each

For every 5 or more purchased there is a 5% discount.

American Printing (Stationary)

Letterhead 2,500 @ \$649.00, 5,000 @ \$757.00

Business cards 500/box @ \$49.00. Quantity and price can be adjusted.

Martin Business Systems (Stationary)

\$15.00 per color. No other setup fees. It is a lot less expensive having three colors or less in a logo.

- Utility bills
- Invoices
- Collection forms
- Taxi tickets
- Envelopes
- Letterhead

ESD (Digital)

- Social media
- PowerPoint presentations
- Website \$75.00 to \$750.00

Dimensions can be supplied to the designer so that they can provide an option that can simply be plugged into place to save time and money.

Items that were unable to be priced

- Signage on Bridge Road and South 395
- Water tower

Other Collateral for the City to Assess

- Name badges
- Trade show materials
- Brochures
- Flyers
- Catalogues
- Word templates (Requests for Proposals, etc.)
- Contracts

CHAMBER & CONFERENCE CENTER MEDIA AUDIT

Conference Center Signage:

- Doors @ \$400.00
- Welcome mats @ \$150.00
- Possibly on visitor lobby wall

Stationary

- Letterhead @ \$750.00
- Envelopes @ \$948.00
- Business cards @ \$470.00
- Agenda/minutes
- Forms, contracts and other
- Press releases
- Bills
- Invoices
- Membership folders @ \$1,200.00
- Relocation packet folders @ \$2,500.00
- Member stickers @ \$1,500.00

Digital

- Email signature
- Website & Facebook for both
Conference Center & Chamber
- PowerPoint presentations
- Web ads for East Oregonian
- Web ads for Hermiston Herald

Apparel

- Staff shirts @ \$460.00

Other Collateral for the Chamber to Assess

- Name badges
- Trade show materials
- Brochures
- Flyers
- Catalogues
- Word templates (Requests for Proposals, etc.)
- Contracts

APPENDIX - G

Immediate Update Media Audit Items

CITY OF HERMISTON – UPDATE RECOMMENDATIONS FROM MEDIA AUDIT

The following is a list of signage and materials that will need to be updated with a newly adopted brand. While updating materials can be expensive, it is crucial to have an update plan in place to avoid rolling out the brand too slowly, which can be detrimental to the effort, and cause significant confusion among community members, visitors and other stakeholders. The following phased strategy is recommended:

PHASE ONE

The following items should be updated immediately after the community rollout. Ideally, these items should be updated and jointly rolled out on the same day to have a larger impact. Additionally, all digital media should be updated immediately because the cost is negligible.

- Email signature
- Website (full website and departments)
- PowerPoint presentations
- Social media (Facebook, etc.)
- Web/digital ads
 - ESD digital website
 - Hermiston Herald website
 - East Oregonian website
 - Northwest Oregonian Now! Website

All digital stationary should be updated immediately.

- Agenda/Minutes
- Digital letterhead, forms, contracts and other
- Press releases
- Utility bills (Electric/Water-Sewer/Garbage)
- Invoices
- Word templates (Request for proposals, etc.)
- Collection forms
- Taxi tickets

PHASE TWO

These items should be updated within three months of the launch, as they will require a slightly longer planning horizon.

Stationary

- Letterhead
- Envelopes
- Business cards

Trade show materials

- Brochures
- Flyers

Apparel

- T-shirts, participant shirts

Miscellaneous

- Lapel pins
- Welcome mats

FINAL PHASE

The following items will take longer to update due to budget, resources or other challenges. Communicate broadly when they will be complete. (Consider including this list on the City and Chamber websites.)

- Conference Center sign
- City building signs (City Hall, Recycled Water Plant)
- Park and trail signs, including informational kiosks
- Visitor’s kiosk (Conference Center)
- City equipment and vehicles (Conference Center)
- Benches and trash receptacles

- Signage on bridge road and 395 south
- Water tower signage

Other Collateral for the City to Assess

- Name badges
- Catalogues

CHAMBER OF COMMERCE – UPDATE RECOMMENDATIONS FROM MEDIA AUDIT

The following is a list of signage and materials that will need to be updated with a newly adopted brand. While updating materials can be expensive, it is crucial to have an update plan in place to avoid rolling out the brand too slowly, which can be detrimental to the effort, and cause significant confusion among community members, visitors and other stakeholders. The following phased strategy is recommended:

PHASE ONE

The following items should be updated immediately after the community rollout. Ideally, these items should be updated and jointly rolled out on the same day to have a larger impact. Additionally, all digital media should be updated immediately because the cost is negligible.

- Email signature
- Website for both Conference Center & Chamber
- Facebook for both Conference Center & Chamber
- PowerPoint presentations
- Web ads
 - East Oregonian
 - Hermiston Herald

All digital stationary should be updated immediately.

- Agenda/Minutes
- Digital letterhead, forms, contracts and other
- Press releases
- Bills
- Invoices

PHASE TWO

These items should be updated within three months of the launch, as they will require a slightly longer planning horizon.

Stationary

- Letterhead
- Envelopes
- Business cards

Membership Collateral

- Membership folders
- Relocation packet folders
- Member stickers

Trade show materials

- Brochures
- Flyers

Apparel:

- Staff shirts

FINAL PHASE

The following items will take longer to update due to budget, resources or other challenges. Communicate broadly when they will be complete. (Consider including this list on the City and Chamber websites.)

Signage:

- Conference Center doors
- Welcome mats
- Visitor lobby wall

Other Collateral for the Chamber to Assess

- Name badges
- Catalogues
- Word templates (Requests for Proposals, etc.)
- Contracts

APPENDIX - H

Community Brand Website Launch Letter for Businesses

Dear Hermiston Business Owner / Dear Chamber Member,

We are pleased to announce the launch of the new “_____” (brand title) Community Brand website at www._____. On the site, you will find the brand logo files and marketing materials to help promote Hermiston and in turn, help your business by supporting community pride and economic development, and increasing awareness of Hermiston among potential new residents and visitors.

We encourage you to explore the new site. These items and materials are not meant to replace your existing corporate or business brand identity. However, we ask you to assess how you can utilize the new community brand elements and materials provided as a minor part of your overall marketing, signage or other materials. Using these materials will demonstrate a consistent theme throughout Hermiston for those considering Hermiston to work, live or play here, and will communicate your support for our incredible community.

Please feel free to contact the City of Hermiston or Chamber of Commerce with any questions concerning the new community brand or the website. Thank you to all of you who provided your feedback on the community branding effort. And thank you for considering utilizing one or more of the items on the new website to help support an even brighter Hermiston future.

Sincerely,

Dave Drotzmann
City of Hermiston Mayor

Debbie Pedro
*Hermiston Chamber of
Commerce Executive Director*

Byron Smith
City Manager

APPENDIX - I

Survey Results News Release

MEDIA ADVISORY – Oct. XX, 2015

Media Contact Name, Title
Email, Phone

Public Input on Community Brand a Success 1,049 PARTICIPATED IN SURVEY

HERMISTON, Ore. – The City of Hermiston and Chamber of Commerce community survey to provide people who live and work in and around Hermiston the opportunity to answer questions about Hermiston’s strengths and the proposed “*You Can GROW Here*” community brand closed Sept. 19.

More than 1,000 people shared their thoughts by completing the survey at ***HermistonBrand.com*** or by filling out a hard copy of the survey. Survey highlights include:

Hermiston’s Strengths

- More than 50% identified its people as Hermiston’s top strength. (53% community/52% business respondents)
- Hermiston’s geographic location (within hours of major cities) was identified as its second strength. (48% community/42% business respondents)
- Diverse transportation options (road, rail, river) were identified as Hermiston’s third strength. (19% community/30% business respondents)

When asked what potential new businesses, visitors or those considering relocating should know about Hermiston the following were the top responses:

- Open to growth was the top response. (43% community/64% business)
- Ideal location was the second ranking response. (30% community/32% business)
- Community members selected people are welcoming as the third quality (29%).
- Business respondents selected loyal community as third (24%), with people are welcoming ranking fourth (22%).

– MORE –

1 of 2

APPENDIX - I | SURVEY RESULTS NEWS RELEASE CONTINUED

“You Can GROW Here” Community Brand

- The vast majority (92%) of respondents believe the watermelon should be included in the logo in some form.
- Of 1,049 respondents, 70% have a concern with the You Can GROW Here tagline.

Community Brand Survey Results

The survey results will be used by the City of Hermiston and Chamber of Commerce to guide community brand development efforts. The broad goals of the community brand are: give Hermiston an identity; promote Hermiston’s livability; remain the largest city in Eastern Oregon; attract more businesses and families to the area; and make Hermiston a desirable destination/increase tourism.

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2 of 2

APPENDIX - J

News Media List for Survey Results & Brand Testing

This is a truncated list. It only includes media who closely cover Hermiston news. Although other media outlets broadcast in Hermiston, we do not recommend including them in news about the Hermiston brand until it's officially approved and rolled out to the Hermiston community. The broader media list is provided in Appendix K.

ORGANIZATION	CONTACT PERSON	EMAIL	PHONE
Hermiston Herald & East Oregonian	Daniel Wattenburger	dwattenburger@eastoregonian.com	541-276-2211
La Ley KZLY 99.5 (Spanish Radio)	Jesus Torres		541-289-9951
KOHU The Q Radio & KLWJ Radio	Angela Pursel	pursel@eotnet.net	541-567-6500
KOLH Radio - Our Lady of Angels Catholic Church	Maria Chuchy Garcia	chuchy@ourladyofangelscc.org	541-567-5812
Capps Broadcast Group	Butch Thurman	bthurman@cappsbroadcastgroup.com	541-276-1511

APPENDIX - K

News Media List for Use Upon Completion of Brand Development

ORGANIZATION	CONTACT PERSON	EMAIL	PHONE
Hermiston Herald and East Oregonian	Daniel Wattenburger	dwattenburger@eastoregonian.com	541-276-2211
La Ley KZLY 99.5 (Spanish Radio)	Jesus Torres		541-289-9951
KOHU The Q Radio & KLWJ Radio	Angela Pursel	pursel@eotnet.net	541-567-6500
Baker City Herald	News Room	news@bakercityherald.com	541-523-3673
Tri-Cities Area Journal of Business	Britta Thompson	britta@tricitybusinessnews.com	509-737-8778
Capps Broadcast Group	Butch Thurman	bthurman@cappsbroadcastgroup.com	541-276-1511
KNDU (NBC) News	Cameron Derrick	cameron.derrick@kndu.com	509-737-6725
KNDU (NBC) News	KNDU	news@kndu.com	509-737-6725
KUNW/KEPR (CBS) Spanish	Randy Muszynski	randym@keprtv.com	509-547-0547
KVEW (ABC) News	Crystal Costa	crystalc@kvevtv.com	509-735-8369
KVEW (ABC) News	KVEW	news@kvevtv.com	509-735-8369
KFFX (Fox)	Glen Rausch	glenn.rausch@kffxtv.com	509-735-1700
Telemundo TV (KFFX)	Glen Rausch	glenn.rausch@kffxtv.com	509-735-1700
Capital Press	Carl Sampson	csampson@capitalpress.com	800-882-6789
Tri-City Herald	Dori O'Neal	doneal@tri-cityherald.com	509-582-1515
U-Rock Radio / Jacobs Radio	Jeff Jacobs	jeff@jacobsradioprogramming.com	509-737-8762
Agritimes	Walter Whitehead	editor@agritimesnw.com	541-276-6202
Columbia Basin Herald	Lynne Lynch	editor@columbiabasinherald.com	509-765-4561
Heppner Gazette Times	Andrea Di Salvo	editor@rapidsolve.net	541-676-9228
KOLH Radio - Our Lady of Angels Catholic Church	Maria Chuchy Garcia	chuchy@ourladyofangelscc.org	541-567-5812
La Campesina 96.3 Radio (Spanish)	Daniel Hernandez	danielh@chavezfoundation.org	509-543-4100
Cherry Creek Radio (KZHR-FM MiFavorita 92.5)	Tami Peterson	tpeterson@cherrycreekradio.com	509-547-1618
Good Shepherd Health Care	Nick Bejarano	nbejarano@gshealth.org	541-667-3460
Umatilla Electric Cooperative - Ruralite Magazine	Steve Meyers	steve.meyers@umatillaelectric.com	541-922-3224
Port of Umatilla		portofumatilla.com	541-922-3224
Tu Decides	Albert Torres	info@tudecidesmedia.com	509-591-0495

APPENDIX - L

Hermiston Civic Organizations

ORGANIZATIONS

Hermiston Rotary Club

485 W. Locust Ave
Hermiston, OR 97838
(541) 701-9434
hermistonrotaryclub.com

Desert Arts Council

PO Box 554
Hermiston, OR 97838
(541) 567-1800
desertartscouncil.com

Greater Hermiston Chamber of Commerce

415 S. Highway 395
Hermiston, OR 97838
(541) 567-6151
hermistonchamber.com

Hermiston Noon Kiwanis

Hermiston, OR 97838
(541) 567-6728
barak_doug@eotnet.net

Soroptimist International of Greater Hermiston Area

PO Box 7019
Hermiston, OR 97838
(541) 571-2681
dderb@charter.net

Hermiston Rotary Club

485 W. Locust Avenue
Hermiston, OR 97838
(541) 701-9434
hermistonrotaryclub.com

Hermiston Lions Club

Desert Lanes, N. HWY 395
Hermiston, OR 97838
e-clubhouse.org

Hermiston Emblem Club #215

PO Box 630
Hermiston, OR 97838
(541) 667-8778

Hermiston Eagles #2909 & Auxiliary

160 NW 2nd Street
Hermiston, OR 97838
(541) 567-2909

Hermiston Desert Shrine

200 W. Orchard
Hermiston, OR 97838
(541) 571-4428
hermistonlodge138@gmail.com

Kiwanis Breakfast Club

PO Box 293
Hermiston, OR 97838

Altrusa International of Hermiston OR

215 W. Orchard Avenue
Hermiston, OR 97838
tinyurl.com/altrusaHermiston

COMMUNITY LINKS

Umatilla County

216 SE 4th Street
Pendleton, OR 97801
(541) 276-7111
co.umatilla.or.us

State of Oregon

1600 SW 4th Avenue
Suite 770
Portland, OR 97201
oregon.gov

Eastern Oregon Trade & Event Center Authority

917 SE Columbia Drive
Hermiston, OR 97838
(541) 289-9800
eotechermiston.com

HEALTH & SAFETY

Hermiston Fire & Emergency Services

320 S. First Street
Hermiston, OR 97838
(541) 567-8822
hermistonfire.com

Good Shepherd Health Care System

610 NW Eleventh Street
Hermiston, OR 97838
(541) 667-3400
gshcs.net

Good Shepherd Community Health Foundation

620 NW 11th Street
Suite 101
Hermiston, OR 97838
(541) 667-3419
bgreen@gshealth.org

EDUCATION

Blue Mountain Community College

2411 NW Carden Ave
Pendleton, OR 97801
(541) 276-1260
bluecc.edu

Hermiston School District

305 SW 11th Street
Hermiston, OR 97838
(541) 667-6000
hermiston.k12.or.us

Hermiston Public Library

235 E. Gladys Avenue
Hermiston, OR 97838
(541) 567-2882
hermistonlibrary.us

RECREATION

Hermiston Conference Center

PO Box 185
Hermiston, OR 97838
(541) 567-6151
hermistonconferencecenter.com

Farm City Pro-Rodeo

495 E. Main Street
Hermiston, OR 97838
(541) 564-8500
farmcityprorodeo.com

Umatilla County Fair

515 W. Orchard Avenue
Hermiston, OR 97838
(541) 567-8115
co.umatilla.or.us/fair/

Hermiston Recreation

180 NE 2nd Street
Hermiston, OR 97838
hermiston.or.us

MARKETING CONTACTS

FOCAL POINT MARKETING & MULTIMEDIA

Theresa Long

Managing Partner, Marketing Strategist

8551 W. Gage Boulevard, Suite K

Kennewick, Washington 99336

(509) 378-3014 PHONE

(509) 378-3018 FAX

theresa@focalpointmarketing.com

focalpointmarketing.com

PROMINENCE PUBLIC RELATIONS

Rochelle Olson

Marketing & Public Relations Strategist

(509) 438-0818 PHONE

rochelle@prominencepr.com

prominencepr.com

HERMISTON

COMMUNITY BRAND ASSESSMENT & RELAUNCH PLAN

180 NE 2nd Street
Hermiston, OR 97838
(541) 567-5521

hermiston.or.us | 