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ACKNOWLEDGEMENTS

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

MANAGEMENT TEAM

Byron D. Smith, City Manager
Mark Morgan, Assistant City Manager
Mark Krawczyk, 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
Mark Rose, Library Director
Nate Rivera, General Manager
Ron Sivey, Streets Superintendent
Dalia Madrigal, Court Administrator
Roy Bicknell, Water Superintendent

PREPARED BY:

Sara Singer Wilson
SSW Consulting, LLC
www.sarasingerwilson.com
In February 2018, the City Council convened with the City of Hermiston Leadership Team to conduct a focused, meaningful, and enjoyable retreat to gain understanding of progress on current goals, identify and discuss challenges, and develop and document goals for the upcoming year.

A facilitator led the group through a day-long discussion where we reviewed the vision and values for Hermiston, the management shared updates from their departments and progress from the Council’s 2017 goals, and we identified goals and strategies for 2018 and beyond. Following our discussion, the management team review the broad goals and strategies discussed during the retreat and refined the strategies and identified estimated timelines for this work. In the pages which follow you will see a summary of this discussion and the work plan for 2018.

The City Council’s leadership in setting high-level goals for the community is important to the organization’s work. We have a cohesive and collaborative team to achieve these goals and address community challenges. Working together, the City Council, City staff and the community have much to look forward to.

Sincerely,

Byron D. Smith
City Manager
March 8, 2017
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.

VISION + CORE VALUES

Strong Work Ethic

Generosity

Inclusiveness

Integrity

People

Excellence

Where Life is Sweet
The management team shared presentations to provide updates on the 2017 goals and share other updates from work in the organization. These updates were helpful to inform the Council of work that has been completed or is still underway and provides context for setting goals for 2018.

**2017 COUNCIL GOALS:**

**GOAL 1: LIVABILITY**
1.1 Family/Youth Facility
1.2 Aquatic Facility
1.3 Festival Street
1.4 Downtown Revitalization

**GOAL 2: EOTEC**
2.1 Completion of Construction
2.2 Management Structure

**GOAL 3: ECONOMIC DEVELOPMENT**
3.1 Housing
3.2 Retail
3.3 Water
3.4 Jobs/Primary Economic Development

**GOAL 4: CAPITAL IMPROVEMENT PLAN (CIP)**
4.1 Complete the Plan/Prioritize Projects
4.2 Identify Funding
DEPARTMENT UPDATES:

1. PARKS AND RECREATION
   - Harkenrider Center under construction
   - Community Center
     - Transition and upgrades complete
     - New partnerships for performing arts programs
     - The center is booked for 2018
   - Festivals
     - Funfest
     - Winterfest
     - Farmers Market (possible transition to new location)
     - Cinco de Mayo moving to EOTEC
     - Clean Sweep/Recyle
   - Facilities
     - Parks and Trails Master Plan Update
     - Sunset Park completion
     - Steelhead Passive Park Concept
   - Recreation/Aquatic Center
     - Feasibility Study w/ ALSC Architects
     - Task Force to consider funding options, location, and site amenities

2. LIBRARY
   - Hermiston wants you to READ
   - Children and teen events
   - Adult programs (books, yarn, photography, etc.)
   - Summer reading success
3. POLICE
- Hermiston is ahead of national trends in clearing crimes
- Mental health crisis intervention training
- 21st century police reporting
- Addressing opioid use
  - Drug takeback events
  - Mapping overdoses
  - Internal communications – educate and enforce

4. EOTEC
- VenuWorks helped to recruit new, experienced manager
- Management of center is transitioning to the City
- Looking to conduct outreach for a strategic plan

5. FINANCE
- In past years, the City has been conservative
- Positive trends in revenue streams
- Property tax revenue has increased with increased assessed value
- City expenditures have been managed well, the City has spent money wisely
- The City has a healthy reserve level

6. HOUSING
- This is a driver of economic development
- City is making policy changes to expand housing options
- Neighborhood commercial zone will allow for more multi-family housing
- 60 houses built and 105 lots approved
7. CIP
- Long-range planning is 95% complete
- Project have been inventoried and work is starting
- City is able to leverage outside funding
- City can stimulate housing through capital investments

8. ECONOMIC DEVELOPMENT
- Hermiston accounts for 95% of County’s job growth
- Hospital women’s center will create new jobs
- Lamb Weston will bring 170 new jobs – regional wastewater coordination
- Hermiston Foods closed, but there is already a new prospect for this site. While we experience a loss in seasonal jobs, the new prospect brings opportunity for new full-time, living-wage jobs
- VA Data has the potential for 200 more jobs
- Downtown updates
  - New hotel is operational
  - Maxwell Center improvements
  - 2nd Street improvements

9. FESTIVAL STREET
- Community engagement on project design
- The project has been designed and the scope is complete
- The bid has been awarded and construction is underway
- The is the centerpiece of Urban Renewal and addresses two of the Council’s 2017 goals
The management team and Council identified high level goals, specific strategies, and an estimated timeline for each strategy. Each strategy was assigned a lead department to oversee the implementation and progress of each goal. Staff looks forward to providing updates to the Council and community regarding these goals over the coming year.

<table>
<thead>
<tr>
<th>GOAL 1: RECREATION AND AQUATIC CENTER</th>
<th>STRATEGIES</th>
<th>PROJECT LEAD</th>
<th>SCHEDULE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct Phase I: feasibility study</td>
<td>L. Fetter</td>
<td>Complete June 30</td>
<td></td>
</tr>
<tr>
<td>Research Funding Opportunities (Wild Horse, KROC, Gates, Meyer, GSH, Walmart, Trump, Ford, UEC, Parks and Rec District (West County))</td>
<td>L. Fetter/M. Krawczyk</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Explore Operation Opportunities (ie. YMCA, etc.)</td>
<td>L. Fetter</td>
<td>TBD</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 2: EOTEC</th>
<th>STRATEGIES</th>
<th>PROJECT LEAD</th>
<th>SCHEDULE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct Strategic Planning Process</td>
<td>B. Smith/VenuWorks</td>
<td>Complete June 30</td>
<td></td>
</tr>
<tr>
<td>Finalize Final County Exit Plan</td>
<td>B. Smith</td>
<td>Complete March 15</td>
<td></td>
</tr>
<tr>
<td>Assess and Prioritize Infrastructure Needs</td>
<td>B. Smith</td>
<td>Complete December 31</td>
<td></td>
</tr>
<tr>
<td>Support and Monitor Venuworks</td>
<td>B. Smith</td>
<td>Complete December 31</td>
<td></td>
</tr>
<tr>
<td>Develop Oversight Structure</td>
<td>B. Smith</td>
<td>Complete May 15</td>
<td></td>
</tr>
<tr>
<td>Evaluate Further Partnerships on Event Space</td>
<td>L. Fetter</td>
<td>Complete May 1</td>
<td></td>
</tr>
<tr>
<td>Facilitate Road Improvements</td>
<td>B. Smith</td>
<td>Complete May 1, 2019</td>
<td></td>
</tr>
</tbody>
</table>
### GOAL 3: HOUSING

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Parties</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study and Report on Incentive Options and Strategic Partners</td>
<td>M. Morgan/ N. Rivera</td>
<td>Complete November 30</td>
</tr>
<tr>
<td>Complete Water Tank Design</td>
<td>M. Morgan/ R. Bicknell</td>
<td>Complete December 1</td>
</tr>
<tr>
<td>Complete Diagonal Road Rezoning</td>
<td>C. Spencer</td>
<td>Complete June 1</td>
</tr>
<tr>
<td>Implement Round-2 Housing Rehab Revolving Loan Program</td>
<td>M. Morgan/ C. Woolsey</td>
<td>Complete April 30</td>
</tr>
</tbody>
</table>

### GOAL 4: CAPITAL IMPROVEMENT PLAN (CIP)

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Parties</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adopt Water/Sewer CIP</td>
<td>M. Morgan</td>
<td>Complete June 1</td>
</tr>
<tr>
<td>Implement 2018 Water/Sewer Projects as Adopted</td>
<td>M. Morgan/ R. Bicknell/ B. Schmittle</td>
<td>Complete December 31</td>
</tr>
<tr>
<td>Develop HES Construction Work Plan</td>
<td>N. Rivera</td>
<td>Complete September 1</td>
</tr>
<tr>
<td>Adopt Sidewalk Infill Construction Plan</td>
<td>M. Morgan/ R. Sivey</td>
<td>Complete November 1</td>
</tr>
<tr>
<td>Complete Newport Park Area Street Reconstruction</td>
<td>M. Morgan/ R. Sivey</td>
<td>Complete August 15</td>
</tr>
<tr>
<td>Complete South 1st Street Box Culvert Design</td>
<td>M. Morgan/ R. Sivey</td>
<td>Complete September 1</td>
</tr>
<tr>
<td>Complete Geer/Harper Intersection Design</td>
<td>M. Morgan/ R. Sivey</td>
<td>Complete August 1</td>
</tr>
<tr>
<td>Complete Hermiston Avenue Overlay Design</td>
<td>M. Morgan/ R. Sivey</td>
<td>Complete December 31</td>
</tr>
</tbody>
</table>

### GOAL 5: DOWNTOWN

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Parties</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete Harkenrider Center Construction</td>
<td>L. Fetter</td>
<td>Complete April 30</td>
</tr>
<tr>
<td>Complete Harkenrider/Library Parking</td>
<td>Larry/R. Sivey/ M. Rose</td>
<td>Complete August 31</td>
</tr>
<tr>
<td>Complete Festival Street Construction</td>
<td>C. Spencer</td>
<td>Complete June 1</td>
</tr>
<tr>
<td>Implement Hanging Baskets</td>
<td>L. Fetter</td>
<td>Complete June 1</td>
</tr>
<tr>
<td>Host a Ribbon Cutting Festival (Harkenrider/Festival Street)</td>
<td>C. Spencer/ L. Fetter</td>
<td>Complete September 15</td>
</tr>
</tbody>
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### GOAL 6: WORKFORCE RECRUITMENT & DEVELOPMENT

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Parties</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Host a Workforce Summit</td>
<td>B. Smith/ M. Morgan</td>
<td>Complete September 30</td>
</tr>
<tr>
<td>Coordinate a Plan to Improve Trade Skill Training (with partners: Hospital, HSD, BMCC, Port, EOU, Employers, Chamber)</td>
<td>B. Smith/ M. Morgan</td>
<td>Complete November 15</td>
</tr>
<tr>
<td>Report Back on Current Situation</td>
<td>B. Smith</td>
<td>Complete October 31</td>
</tr>
<tr>
<td>Explore Strategic Job Outreach Options</td>
<td>B. Smith</td>
<td>Complete October 31</td>
</tr>
<tr>
<td>Complete Workforce Transit Plan</td>
<td>M. Morgan</td>
<td>Complete December 31</td>
</tr>
</tbody>
</table>