



## SSW CONSULTING

**To:** Hermiston 2040 Steering Committee  
Byron Smith, City Manager

**From:** Sara Singer Wilson, Principal/Owner SSW Consulting

**Date:** February 2022

**Subject:** Hermiston 2040 Plan Implementation Memorandum

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### **Overview**

The Hermiston 2040 Vision was developed and organized to be a living and dynamic plan that guides the city organization, elected officials, community partners, and others in advancing the goals and actions in alignment with the community's vision over the next twenty years. The following recommendations for implementation are based on experience and best practices compiled from other communities. The goals for vision implementation include:

- Continue to develop and maintain community partnerships;
- Update community goals and actions to maintain their relevancy;
- Inform the community of progress and sustain engagement and support for the vision; and,
- Maintain community accountability for implementation.

The recommended implementation process assumes the involvement of the city, community partners, an Oversight Committee, and the community. This process can be modified to meet the needs of Hermiston and align with the resources available for vision implementation.

### **Oversight Committee**

An Oversight Committee, such as the Hermiston 2040 Steering Committee, should work with city staff on implementation of the vision. The committee should be comprised of volunteer community members and representatives of "lead partner" organizations, as described below. The City Council, city staff, or committee should determine the number of members and meeting frequency. Typically, these groups meet at monthly or quarterly intervals to discuss vision progress and determine how to support the lead partners.

Recommended Oversight Committee tasks:

- Convene at regular intervals
- Conduct annual lead partner surveys to track progress
- Support lead partners to facilitate solutions to implementation challenges
- Provide an annual progress report to the City Council and community
- Host an annual vision celebration to report progress to the broader community
- Promote implementation and program visibility with marketing materials and other information



### **Lead and Support Partner Organizations**

The city and Oversight Committee will recruit lead and support partners based on recommendations from the Committee. As part of the recruitment process, the lead and support partners voluntarily will adopt responsibility for implementing one or more community actions. Lead partners will be responsible for advancing implementation of their action(s), with input and assistance from support partners where appropriate.

Recommended lead and support partner tasks:

- Respond to the annual lead partner status questionnaire
- Participate in the annual celebration
- Provide information for annual progress reports to the community
- Participate in vision meetings or workshops to coordinate overall implementation

### **City of Hermiston**

The city will support vision implementation by serving as the central point of contact for the Hermiston 2040 Vision and Action Plan, as well as a lead partner. The city will provide logistical support to the Oversight Committee and communicate progress back to the community.

Recommended tasks for the city:

- Coordinate the development of the annual progress survey
- Support the Oversight Committee (regular meeting coordination, recruitment, etc.)
- Provide a forum to communicate progress on the vision (website, e-newsletter, community meetings, etc.)
- Maintain records and documents for the vision development and implementation
- Serve as a lead or support partner where appropriate on vision actions

### **Plan Updates**

The city should conduct major revisions to the vision every five years to ensure the plan remains relevant and aligned with current community values and priorities. The city should revisit the vision statement and focus areas at the 15 or 20-year mark. The Oversight Committee may make recommendations annually, or as necessary, to modify language, revise implementation timing, or otherwise facilitate implementation according to the original community intent.