



CITY COUNCIL

AGENDA

MONDAY, APRIL 14, 2025

Where Life is Sweet

COUNCIL CHAMBERS - 180 NE 2ND ST.

*Other ways of viewing or participating in live meetings are available through:
YouTube at: <https://bit.ly/HermistonYoutube>*

Zoom with Meeting ID: 829 0043 5622 Passcode: 417097 Telephone number to join is: 1 253 215 8782; or submitting comments to meetings@hermiston.gov

For written electronic public comments to be part of the official record, sender must provide their full name and place of residence and comments must be received within the time frame given for the item under discussion. The City Recorder will respond/confirm to sender that their electronic comment was received and will be made part of the record; or, if their electronic comment is not able to be made part of the record, the City Recorder will respond to the sender and state the reason(s) why.

1. CALL COUNCIL/CITY MANAGER WORK SESSION MEETING TO ORDER - 6:00 PM

A. Library Construction Tour- Council Members, Media, and Selected Staff Only

2. ADJOURN WORK SESSION MEETING

3. CALL REGULAR MEETING TO ORDER – 7:00 PM

4. DECLARATION OF QUORUM

5. FLAG SALUTE

6. PROCLAMATIONS AND RECOGNITIONS

A. Proclamation- National Day of Prayer

B. Proclamation- National Public Safety Telecommunicators Week

C. Employee Service Recognition

7. CITIZEN INPUT ON NON-AGENDA ITEMS

Anyone wishing to bring anything before the council that is not on the agenda is asked to

please do the following: 1. Please limit comments to not more than FIVE minutes; 2. State your name and address; 3. Direct your comments to the Chair.

8. CONSENT AGENDA

- A.** Committee Vacancy Announcement
- B.** Recommendation to reappoint members of the Planning Commission as follows: Annette Kirkpatrick to Position 1; Philip Hamm to Position 2; and Benjamin Doherty to Position 3. All terms expiring March 31, 2028.
- C.** Recommendation to appoint members to the Hispanic Advisory Committee as follows: Maryanna Hardin to Position 1, term expiring June 30, 2026, and Carolina Delgado to Position 4, expiring June 30, 2028.
- D.** Recommendation to appoint Joseph Sharon to Position 4 of the Faith-Based Advisory Committee, term expiring December 31, 2027
- E.** Hermiston Urban Renewal Agency (HURA) Annual Report
- F.** Liquor License Application for Off-Premises Sales for Tienda El Chapin located at 905 W Hermiston Ave.
- G.** Minutes of the March 24th City Council Work Session and Regular Meeting
- H.** Minutes of the March 27 Transit Advisory Committee Meeting

9. ITEMS REMOVED FROM CONSENT AGENDA

10. RESOLUTIONS

- A.** Resolution 2365 – Airport RPZ Property Purchase Offer

11. OTHER

- A.** Adoption of 2025 Council Goal Setting Report.
- B.** Discussion of potential adult business regulations
- C.** Discussion of Transient Room Tax (TRT) Distribution.

12. COMMITTEE REPORTS

- A.** City Committee and Liaison:

Airport Advisory, Budget, Hispanic Advisory, Library Board, Parks and Recreation, Planning Commission, Recreation Projects Fund, Faith-Based Advisory, Community Accountability, Public Safety, Public Infrastructure, Transit Planning, EOTEC, Stepping Stones Alliance (not a City Committee)

- B.** Mayor's Report
- C.** Council President Report

- D. Council Report
- E. Youth Advisory Report
- F. Manager's Report

13. ADJOURN

**** AMERICANS WITH DISABILITIES ACT NOTICE****

Please contact Hermiston City Hall, 180 NE 2nd Street, Hermiston, OR 97838 (Phone No. 541-567-5521) at least 48 hours prior to the scheduled meeting time if you need an accommodation. TTY and TDD users please call Oregon Telecommunications Relay Service at 1-800-735-2900 or 711.



PROCLAMATION NATIONAL DAY OF PRAYER

WHEREAS, Throughout the history of America we have poured out prayers to the God of hope in times of crisis and celebration, in prosperity and need, and in times of war and peace. We have poured out praise and thanks to God for all He is and all He has done, for forgiveness when we have parted from His Word and will, and asked for His heart and hand to move over our neighbors and nation, as our history is filled with His grace, goodness, and abundant answers to those prayers; and

WHEREAS, From the first prayer of our Continental Congress in 1774, to the opening of every session of the House of Representatives and Senate, and throughout hearts and homes across America, the practice of prayer continues to seek God for guidance, wisdom, power, protection, and provision that has preserved hope and united us as one nation under God; and

WHEREAS, The National Day of Prayer is a Public Law established in the United States Congress in 1952 approved by a Joint Resolution and amended by Congress and President Reagan with Public Law 100-307 in 1988, affirming that it is essential for us as a nation to pray and directs the President of the United States to set aside and proclaim the first Thursday of May annually as a National Day of Prayer; and

WHEREAS, In our city and across America the observance of the National Day of Prayer will be held on Thursday, May 1, 2025, with the theme, "Pour Out to the God of Hope and Be Filled" based on the verse in Roman 15:13 that is a prayer and a promise, "Now may the God of hope fill you with all joy and peace in believing, so that you will abound in hope by the power of the Holy Spirit," and

NOW, THEREFORE, I, Doug Primmer, Mayor of Hermiston, Oregon do hereby proclaim May 1st, 2025 as a **Day of Prayer** throughout our City and I commend this observance to our citizens and request that prayers be poured out for our City; for our neighbors as we live, serve, work, and learn together that we made be filled with all joy and peace and abound in hope.

SIGNED this 14th day of April, 2025

Doug Primmer, Mayor



PROCLAMATION NATIONAL PUBLIC SAFETY TELECOMMUNICATORS WEEK

Whereas, emergencies can occur at any time that require police, fire or emergency medical services; and,

Whereas, when an emergency occurs the prompt response of police officers, firefighters, and paramedics is critical to the protection of life and preservation of property; and,

Whereas, the safety of our police officers, firefighters, and paramedics is dependent upon the quality and accuracy of information obtained from citizens who contact the UMATILLA COUNTY SHERIFF'S OFFICE DISPATCH CENTER through all the various means; and,

Whereas, Public Safety Telecommunicators are the first and most critical contact our citizens have with emergency services; and,

Whereas, Public Safety Telecommunicators are the single vital link for our police officers, firefighters, and paramedics by monitoring their activities by radio, providing them information and ensuring their safety; and,

Whereas, Public Safety Telecommunicators of the UMATILLA COUNTY SHERIFF'S OFFICE DISPATCH CENTER have contributed substantially to the apprehension of criminals, suppression of fires, and treatment of patients; and,

Whereas, each dispatcher has exhibited compassion, understanding and professionalism during the performance of their job in the past year;

Therefore, Be It Resolved, that I, Mayor Doug Primmer, declare the week of April 13 through 19, 2025, to be National Public Safety Telecommunicators Week in HERMISTON, in honor of the men and women whose diligence and professionalism keep our city and citizens safe.

SIGNED this 14th day of April, 2025

Doug Primmer, Mayor



Where Life is Sweet

Mayor and Members of the City Council
STAFF REPORT
 For the Meeting of April 14, 2025

Title/Subject

Employee Service Recognition

Summary and Background

A few years ago, the City started a program of employee recognition. Each year each employee receives some small item with the city logo on it. Then on five-year anniversaries the employees receive a certain amount of money to get an item of their choice. There is a list of items with city logos that can be chosen, or they can choose something and bring it to administration for purchase. It is only a token in relationship to all that employees do for the City and its residents. We hold an event (it has been a lunch and a breakfast in the past) in the first quarter of the year. At that event, the City provides a meal, and we recognize those with their five-year anniversaries. This year's award recipients of 20+ years are listed below:

20 Years	25 Years
Kasia Robbins – Recreation	David Estrada – Water
Brian Fricke – Recreation	30 Years
Bill Golter – Police	Mike Ward - Building
Victor Gutierrez – Police	35 Years
Travis Eynon – Police	Roy Bicknell – Water

Tie-In to Council Goals

No direct tie-in but in the 2025 Council Goal Setting Report, it points out the positive nature of low staff turnover.

Fiscal Information

N/A

Alternatives and Recommendation

Submitted By:

Byron D. Smith, City Manager



PUBLIC ANNOUNCEMENT

The City is accepting applications for the following Committees:

1. Planning Commission

- **Position 4: Remaining 3-year term ending March 31, 2026** (Advertised as of 03/24/2025)

2. Airport Advisory Committee

- **Position 3: 3-year term ending October 31, 2027** (Advertised as of 07/08/2024)
- **Position 2: Remaining 3-year term ending October 31, 2026** (Advertised 11/08/2024)

3. Eastern Oregon Trade & Event Center (EOTEC) Committee

- **Position 5: 3-year term ending June 30, 2028** (Advertised 03/24/2025)

Deadline to apply for all Committees: Open Until Filled

Interested persons are asked to submit an application to City Hall, 180 NE 2nd Street, Hermiston, or at lalarcon-strong@hermiston.gov. Application forms are available at City Hall or on the City's website at <https://hermiston.or.us/volunteer>. If you have questions, please call Lilly Alarcon-Strong at 541-567-5521.

Proposed appointment and confirmation of these positions are made by the City Council. All appointments to city boards and commissions shall be made in accordance with the ordinances and city charter. Appointees shall not be full-time employees of the city, shall not be elected officials of the city, shall not be appointed to more than two boards or commissions at a time, and shall not sell to the city or its boards and commissions over which the council has appointive powers and budget control either directly as a prime contractor or supplier, or indirectly as a first-tier subcontractor or supplier. Sales shall be construed to mean sales, services or fees aggregating \$20,000 or more in any one calendar year. Preference for appointees shall be given to city residents.



Where Life is Sweet

Mayor and Members of the City Council
STAFF REPORT
 For the Meeting of April 14, 2025

Title/Subject

Hermiston Urban Renewal Agency (HURA) Annual Report

Summary and Background

The annual report of activity for the urban renewal districts during the 2023-24 fiscal year has been prepared and is ready for filing. Under ORS 457, the annual report must be filed with the governing body of the city containing the urban renewal districts each year.

ORS 457.460 requires all urban renewal districts to prepare an annual report of financial activities. This statutory requirement states that the report shall be submitted to the governing body of the municipality in which the district is located. The attached report details the revenue brought in and expended by the urban renewal agency from July 2023 to June 2024 and details the impact the districts' tax collection had on all other taxing districts. Taxes collected by the district had negligible impact on all districts within the City of Hermiston, with the city forgoing the most revenue with a total of 1.60% total revenue foregone.

This year's annual report details revenue and expenditures for three urban renewal areas, the Downtown URD, the Southwest Hermiston URD, and the North Hermiston URD.

Tie-In to Council Goals

The urban renewal districts are involved in projects directly related to multiple council goals; housing, downtown revitalization, and livability.

Fiscal Information

There is no financial impact from accepting the report.

Alternatives and Recommendation

Alternatives

The city council may choose to accept the report for filing or may reject the report.

Recommended Action/Motion

Staff recommends the city council accept the report for filing.

Motion to approve the report for filing.

Submitted By:

C.F. Spencer, Planning Director

ANNUAL REPORT FOR FISCAL YEAR ENDING JUNE 30TH, 2024

2023/2024

Hermiston Urban Renewal Agency

This report fulfills the requirement, prescribed in ORS 457.460, for the filing of an annual report detailing the financial activity of an urban renewal area established in Oregon.

ANNUAL REPORT FOR FISCAL YEAR ENDING JUNE 30TH, 2024

HERMISTON URBAN RENEWAL AGENCY

Hermiston Urban Renewal Agency History

The Hermiston Urban Renewal Agency was formed by the City of Hermiston in 2013. The agency board is made up of the Mayor and City Council. This year's report includes three districts.

Downtown Hermiston Urban Renewal District

The Downtown Hermiston Urban Renewal Plan adopted on August 26, 2013, establishes the purpose of the downtown urban renewal district as follows:

- Revitalize the City Center by alleviating conditions of blight and underinvestment
- Create public improvements including open space, community meeting space, and street improvements
- Encourage new public and private investment
- Increase the taxable value of property in the city
- Improve the utilization of land within specific areas of the community

The maximum indebtedness established for the Downtown Hermiston Urban Renewal district is \$4,000,000. This amount is the total amount of funds which can be spent on projects, programs, and administration in the urban renewal district over the life of the urban renewal plan. As of June 30th, 2024, \$2,288,658.54 had been spent on projects, \$4,821.76 had been spent on administration, and total indebtedness was \$1,060,000.

A full copy of the Downtown Hermiston Urban Renewal Plan and Report may be found on the City of Hermiston website located at: <https://www.hermiston.or.us/commdev/page/urban-renewal-district-documents>

Projects

A façade grant was paid in the 2023/2024 fiscal year.

1. Grant for exterior improvements at 205 S Hwy 395
 - \$20,000 awarded in March 2023

The SE 2nd Street and S HWY 395 intersection realignment was completed with construction crossing the 2023/24 and 2024/25 fiscal years at a project cost of \$369,689.91.

Administrative costs include public notice costs, recording fees, supplies, and loan repayments. Many of these administrative costs are one-time expenditures which are not repeated on an annual basis.

- Total cost of non-capital expenditures (including debt service) was \$105,434.24.

ANNUAL REPORT FOR FISCAL YEAR ENDING JUNE 30TH, 2024**Financial Reporting**

Pursuant to ORS 457.460, a detailed accounting of the financial activity related to urban renewal areas is required to be reported on an annual basis. The following financial information conforms to the requirements of this statute.

Money Received

In FY 2023/2024 the Umatilla County Assessor calculated that the Downtown Hermiston Urban Renewal District would receive \$393,516.27 from the division of taxes. The actual tax revenue received was \$386,145.54, a smaller amount due to compression, underpayments, and delinquencies.

A total of \$132,781 was on-hand on July 1, 2023, as cash forward from the 22/23 fiscal year.

Money Expended

Revenues received through tax collection and interagency loan were expended as shown in the table below.

Item	Urban Renewal General Fund
Beginning Fund Balance	\$132,781.00
Façade Grant Outlay	\$20,000.000
SE 2 nd St Gateway	\$369,689.91
Loan Repayments	\$100,612.48
Administrative Outlay	\$4,821.76
Ending Fund Balance	\$5,017,158.71

Estimated Revenue

The estimated revenues for the 2024/2025 fiscal year are \$302,000 from current tax revenues.

Proposed Budget for 2024/2025 Fiscal Year

A budget listing the revenues to be received due to urban renewal tax increment collection, money to be spent, and what projects/expenses the money will fund is shown in the table below.

ANNUAL REPORT FOR FISCAL YEAR ENDING JUNE 30TH, 2024

Item	2024/2025 Urban Renewal General Fund
Resources	
Non-Revenue Receipts	\$496,000
General Taxes	\$302,000
Delinquent Taxes	\$0
Cash Forward	\$4,845,100
From Other Agencies	\$407,542
<i>Total Resources</i>	<i>\$6,050,642</i>
Expenditures	
NHURA NE Aspen Drive	4,900,000
SHURA Engineering & Design	\$600,000
Façade Grants	\$60,000
Festival Street	\$3,000
Parking Improvements	\$3,000
Non-Departmental	\$484,642
<i>Total Expenditures</i>	<i>\$6,050,642</i>

Impact on Taxing Districts

The revenues forgone by local taxing districts due to urban renewal are shown in the table below. This information is from the Umatilla County Department of Assessment and Taxation. The numbers are after truncation and compression losses.

Urban renewal agencies do not create additional tax. Instead during the agency's lifespan, overlapping taxing districts forgo a portion of their permanent rate. Once the urban renewal agency is terminated, the taxing jurisdictions receive the full permanent rate of taxes.

ANNUAL REPORT FOR FISCAL YEAR ENDING JUNE 30TH, 2024

Taxing District	Revenue Forgone 2023/2024	Total Taxes Received 2023/2024	% of Total Taxes to UR
Umatilla County	\$63,000.23	\$23,102,737.09	0.27%
City of Hermiston	\$134,699.83	\$8,394,505.46	1.6%
School District #8 Hermiston	\$108,193.55	\$13,502,254.81	.80%
Intermountain ESD	\$13,610.30	\$4,791,653.29	.28%
BMCC	\$14,592.48	\$5,145,827.99	.28%
Port of Umatilla	\$3,367.49	\$1,248,266.58	.26%
Umatilla County Fire District 1	\$38,726.20	\$5,734,000.62	.67%
County Radio District	\$3,648.12	\$1,284,710.32	.28%
Cemetery District 8 Hermiston	\$1,957.66	\$263,680.11	.74%
W Umatilla Mosquito Control	\$4,349.68	\$951,622.59	.45%
Total	\$386,145.54	\$64,419,258.86	.60%

Southwest Hermiston Urban Renewal District

The Southwest Hermiston Urban Renewal Plan adopted on October 24, 2022, establishes the purpose of the Southwest Hermiston Urban Renewal District as follows:

- Address future housing needs in southwest Hermiston
- Create public improvements including water and sewer infrastructure
- Encourage new public and private investment
- Increase the taxable value of property in the city

- Improve the utilization of land within specific areas of the community

The maximum indebtedness established for the Southwest Hermiston Urban Renewal district is \$18,100,000. This amount is the total amount of funds which can be spent on projects, programs, and administration in the urban renewal district over the life of the urban renewal plan. As of June 30th, 2024, \$0 had been spent on projects, \$0 had been spent on administration, and total indebtedness was \$0.

A full copy of the Southwest Hermiston Urban Renewal Plan and Report may be found on the City of Hermiston website located at: <https://www.hermiston.or.us/commdev/page/urban-renewal-district-documents>

Projects

The Southwest Hermiston Urban Renewal District is a highly focused area intended to facilitate residential development in an isolated, costly development area. Urban renewal funds are intended to be used only for large-scale public infrastructure projects and park development. Funds were not expended on these projects in the 22-23 fiscal year due to the timing of district formation. However, during the 23-24 fiscal year, funds were budgeted for design and engineering of the major water and sewer lines and necessary water storage and pumping infrastructure. Infrastructure development loans from the State of Oregon revolving loan fund are planned for use to design and construct these improvements. Urban renewal revenue will be used for debt service in future years. As of the date of this report, all design work has been self-funded through the utility enterprise funds and no loan proceeds have been expended nor require reimbursement.

- Total cost of non-capital expenditures (including debt service) was \$0.

Financial Reporting

Pursuant to ORS 457.460, a detailed accounting of the financial activity related to urban renewal areas is required to be reported on an annual basis. The following financial information conforms to the requirements of this statute.

Money Received

In FY 2023/2024 the Umatilla County Assessor calculated that the Southwest Hermiston Urban Renewal District would receive \$0 from the division of taxes. The actual tax revenue received was \$0.

A total of \$0 was on-hand on July 1, 2023, as cash forward from the 22/23 fiscal year.

Impact on Taxing Districts

The revenues forgone by local taxing districts due to urban renewal are shown in the table below. This information is from the Umatilla County Department of Assessment and Taxation. The numbers are after truncation and compression losses.

ANNUAL REPORT FOR FISCAL YEAR ENDING JUNE 30TH, 2024

Taxing District	Revenue Forgone 2023/2024	Total Taxes Received 2023/2024	% of Total Taxes to UR
Umatilla County	\$0	\$0	0.0%
City of Hermiston	\$0	\$0	0.0%
School District #8 Hermiston	\$0	\$0	\$0
Intermountain ESD	\$0	\$0	\$0
BMCC	\$0	\$0	\$0
Port of Umatilla	\$0	\$0	\$0
Umatilla County Fire District 1	\$0	\$0	\$0
County Radio District	\$0	\$0	\$0
Cemetery District 8 Hermiston	\$0	\$0	\$0
W Umatilla Mosquito Control	\$0	\$0	\$0
Total	\$0	\$0	\$0

North Hermiston Urban Renewal District

The North Hermiston Urban Renewal Plan adopted on July 24, 2023, establishes the purpose of the North Hermiston Urban Renewal District as follows:

- Address infrastructure deficiencies and parcel patterns that limit potential development

The maximum indebtedness established for the North Hermiston Urban Renewal district is \$5,000,000. This amount is the total amount of funds which can be spent on projects, programs, and administration in the urban

ANNUAL REPORT FOR FISCAL YEAR ENDING JUNE 30TH, 2024

renewal district over the life of the urban renewal plan. As of June 30th, 2024, \$27,500 had been spent on projects, \$0 had been spent on administration, and total indebtedness was \$0.

A full copy of the North Hermiston Urban Renewal Plan and Report may be found on the City of Hermiston website located at: <https://www.hermiston.or.us/commdev/page/urban-renewal-district-documents>

Projects

The North Hermiston Urban Renewal District is a highly focused area intended to upgrade inadequate infrastructure. Urban renewal funds are intended to be used only for large-scale public infrastructure projects.

Total cost of non-capital expenditures (including debt service) was \$0.

Financial Reporting

Pursuant to ORS 457.460, a detailed accounting of the financial activity related to urban renewal areas is required to be reported on an annual basis. The following financial information conforms to the requirements of this statute.

Money Received

In FY 2023/2024 the Umatilla County Assessor calculated that the North Hermiston Urban Renewal District would receive \$0 from the division of taxes. The actual tax revenue received was \$0.

A total of \$0 was on-hand on July 1, 2023, as cash forward from the 22/23 fiscal year.

Impact on Taxing Districts

The revenues forgone by local taxing districts due to urban renewal are shown in the table below. This information is from the Umatilla County Department of Assessment and Taxation. The numbers are after truncation and compression losses.

Taxing District	Revenue Forgone 2023/2024	Total Taxes Received 2023/2024	% of Total Taxes to UR
Umatilla County	\$0	\$0	0.0%
City of Hermiston	\$0	\$0	0.0%
School District #8 Hermiston	\$0	\$0	\$0
Intermountain ESD	\$0	\$0	\$0

ANNUAL REPORT FOR FISCAL YEAR ENDING JUNE 30TH, 2024

BMCC	\$0	\$0	\$0
Port of Umatilla	\$0	\$0	\$0
Umatilla County Fire District 1	\$0	\$0	\$0
County Radio District	\$0	\$0	\$0
Cemetery District 8 Hermiston	\$0	\$0	\$0
W Umatilla Mosquito Control	\$0	\$0	\$0
Total	\$0	\$0	\$0

Conclusion

The Hermiston Urban Renewal Agency is a growing operation. Formed originally to administer the Downtown urban renewal district, the agency has expanded. In 2022 the Southwest Hermiston urban renewal district was added to support residential development. In 2023 the North urban renewal district was formed to promote additional commercial development.

In the ninth year of operation, the downtown urban renewal district continues to have a minimal impact on other taxing districts. The total revenue foregone remains less than 1% of all revenue collected by all affected agencies, with the exception of the City of Hermiston which had 1.6% of total taxes foregone to the district. As the assessed value in the district increases as a result of improvement within the district, the overall impact will remain small for the foreseeable future.

Looking forward to the long-term health of the district, revenue continues to exceed the projects in the 2013 plan, typically exceeding planning assumptions by approximately 10%. This excess revenue bodes well for the district as all urban renewal planning utilized the most conservative growth projections and projects were generated using these conservative projections.

In the first year of existence, the south Hermiston urban renewal district did not have an impact on other taxing districts. To date, all design work has been completed using utility enterprise zone funds and no other sources of revenue have been collected. It is not anticipated that work will continue in the 2024/24 FY but will resume as new potential development is proposed.

With the formation of the North urban renewal district in 2023, the district has expanded again and will require additional reporting in future years. This district will begin incurring debt in the 24-25 fiscal year and work towards building an extension of NE Aspen Drive to connect N 1st Street with NE 4th Street, opening more land for retail development.



TO: City Manager Byron Smith
FROM: Chief Jason Edmiston
DATE: April 8th, 2025
SUBJECT: Liquor License Application – Tienda El Chapin

After review of the liquor license application for Tienda El Chapin located at 905 W Hermiston Avenue, Hermiston, I find nothing of substance after performing a criminal history check consistent with established parameters utilized by the city, to deny the application submitted by Angelina Carrillo Mendoza and Diego Tomas.

It is my recommendation this information/request be presented to the City Council.



OREGON LIQUOR & CANNABIS COMMISSION

Local Government Recommendation – Liquor License

Annual Liquor License Types

Off-Premises Sales	Brewery-Public House
Limited On-Premises Sales	Brewery
Full On-Premises, Caterer	Distillery
Full On-Premises, Commercial	Grower Sales Privilege
Full On-Premises, For Profit Private Club	Winery
Full On-Premises, Non Profit Private Club	Wholesale Malt Beverage & Wine
Full On-Premises, Other Public Location	Warehouse
Full On-Premises, Public Passenger Carrier	

Section 1 – Submission – To be completed by Applicant:

License Information

Legal Entity/Individual Applicant Name(s):

Proposed Trade Name: *Tienda El Chapin*Premises Address: *905 W Hermiston Ave.*

Unit:

City: *Hermiston*County: *O-R*Zip: *97838*Application Type: ☒ New License Application ☐ Change of Ownership ☐ Change of LocationLicense Type: *Off - Premises Sale* ☐ Additional Location for an Existing License

Application Contact Information

Contact Name: *Angelina Carrillo Mendoza*Phone: *(858) 752-4154*Mailing Address: *975 W Ridgeway Ave Apt: #9*City: *Hermiston*State: *OREGON*Zip: *97838*Email Address: *angelinacarrillomendoza@gmail.com*

Business Details

Please check all that apply to your proposed business operations at this location:

☐ Manufacturing/Production☒ Retail Off-Premises Sales☐ Retail On-Premises Sales & Consumption

If there will be On-Premises Consumption at this location:

☐ Indoor Consumption☐ Outdoor Consumption☐ Proposing to Allow Minors

Section 1 continued on next page



OREGON LIQUOR & CANNABIS COMMISSION

Local Government Recommendation – Liquor License

Section 1 Continued – Submission - To be completed by Applicant:

Legal Entity/Individual Applicant Name(s): *Angelina Carrillo Mendoza*

Proposed Trade Name: *Tienda El Chapin*

IMPORTANT: You MUST submit this form to the local government PRIOR to submitting to OLCC.
Section 2 must be completed **by the local government** for this form to be accepted with your CAMP application.

Section 2 – Acceptance - To be completed by Local Government:

Local Government Recommendation Proof of Acceptance

After accepting this form, please return a copy to the applicant with received and accepted information

City or County Name: *City of Hermiston*

Optional Date Received Stamp

Date Application Received: *04.04.2025*

Received by: *Lilly Alarcon-Strong, CMIC, City Recorder*

Section 3 – Recommendation - To be completed by Local Government:

- ☐ Recommend this license be granted
- ☐ Recommend this license be denied (Please include documentation that meets [OAR 845-005-0308](#))
- ☒ No Recommendation/Neutral

Name of Reviewing Official: Jason Edmiston

Title: Chief of Police

Date: 04/08/2025

Signature: 

After providing your recommendation and signature, please return this form to the applicant.



CITY COUNCIL

Work Session Meeting Minutes March 24, 2025

Mayor Primmer called the work session meeting to order at 6:00pm. Present were Councilors Hayward, Roberts, McCarthy, Linton, and Kelso. Councilors Duron, Myers, and Barron were excused. City Staff in attendance included: City Manager Byron Smith, Assistant City Manager Mark Morgan, City Attorney Rich Tovey, Finance Director Ignacio Palacios, Chief Jason Edmiston, City Planner Clint Spencer, Hermiston Energy Services (HES) General Manager Nate Rivera, and City Recorder Lilly Alarcon-Strong. Also present was Student Advisor Jeanine Heredia.

Municipal Broadband Discussion

Hermiston Energy Services (HES) General Manager Nate Rivera gave information (PowerPoint Presentation) regarding: background on how the City began this digital infrastructure effort; current connectivity issues and needs, as well as future needs in Hermiston and the surrounding area; current providers in the area and what areas have coverage and what areas do not have coverage, as well as issues with current coverage areas to include speed and reliability; working with Strategic Networks Group (SNG) to assist in strategic planning and setting goals as the City investigates this potential project; and FCC service map discrepancies compared to the map commissioned by the City showing the FCC map does not meet the Mbps standards based on eCheckup speed tests.

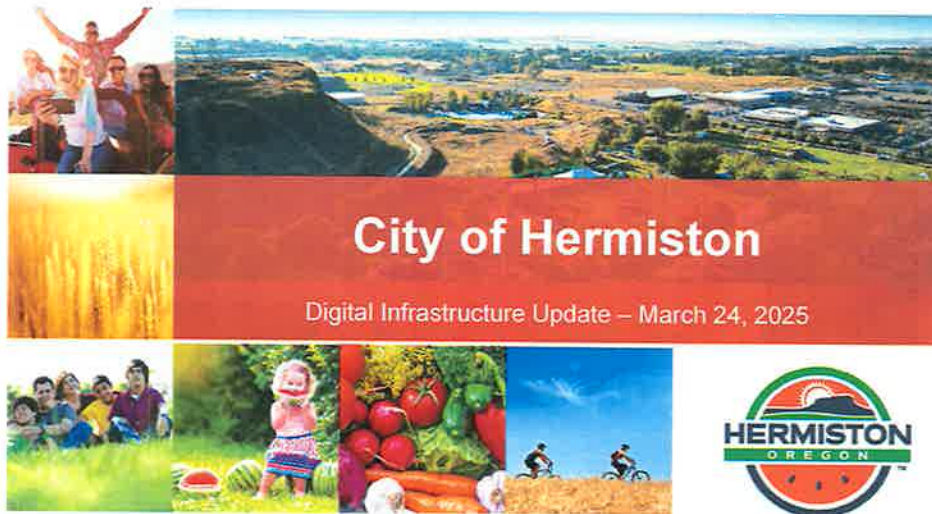
HES General Manager Rivera spoke regarding open access network and the at-cost business model to connect the City of Hermiston and Umatilla and possibly expanding to other communities in the future and how this infrastructure would help the community's health services, education, small and home based business development; workforce development and training; explained how digital infrastructure networks work; pros and cons of ownership; next steps to continue this effort including presentation and discussion to the City of Umatilla, RFP's, preparing business and economic plans, as well as pursuing many funding options; and more.

The Council asked questions regarding potential costs associated with this project and if those costs would be passed down to the community as some Council members commented that they did not want to add any additional costs to the community. Council members spoke regarding the City previously being Nationally Recognized for its Cloud Coverage in the last 1990's early 2000's because of the Army Depot's CSEPP (Chemical Stockpile Emergency Preparedness Program); and comparing this broadband project to previous home phone long-distance providers.

HES General Manager Rivera answered questions stating he did not want to speculate on costs associated with the project until an RFP was commissioned and received, and stated the plan is to have the project run at-cost to build and operate without taxpayers funding the system and without the City making a profit in order to provide multiple affordable providers. Mr. Rivera stated this presentation was meant to give the Council and update on the project thus far and will return to the Council within 4-6 months after the RFP process for potential Council action.

Adjournment

Mayor Primmer adjourned the work session meeting at 6:54pm and stated the Council will take a short break and then convene for their regular council meeting at 7:00pm.



Digital Infrastructure

- Digital Infrastructure Background
- City of Hermiston Efforts
- New Opportunity
- Direction



Digital Infrastructure Background

Plan for City Facilities That Meet Current and Future Needs.

- Since 2020, Hermiston City staff has been researching Fiber Broadband Infrastructure options due to connectivity issues in Hermiston, and the surrounding area.
- Currently, few City facilities are served
 - Multiple providers over various types of infrastructure.



Digital Infrastructure Background

City Facilities That Meet Current and Future Needs.

- Even before the pandemic, broadband issues with availability, speed, and reliability were identified as barriers to staff and departments collaborating and deploying new technology within the city.
- These problems were exacerbated by the pandemic and continue to deepen issues of providing services to the citizens of Hermiston.
- This situation creates an opportunity for Hermiston to develop and deploy a more comprehensive solution for broadband access to the city.



Digital Infrastructure Background

City Facilities That Meet Current and Future Needs.

- The staff has worked with Strategic Networks Group (SNG) to assist in strategic planning as we investigate connecting the City of Hermiston.
- This work created a Digital Infrastructure Roadmap for the City of Hermiston to assist in long-term planning to maximize infrastructure investment(s) within the city.



SNG

- Founded in 1998, Strategic Networks Group (SNG) helps communities and regions transform their economies through broadband, digital infrastructure, and smart community services.



**strategic
networks group**
advancing economies in a digital world

- SNG's mission is to help clients benefit from technology investments. They assess whether economic growth and community benefits outweigh the costs of broadband and digital infrastructure investments.

- The Oregon Statewide Broadband Assessment and Best Practices Study
- Broadband Economic Feasibility: Ammon Municipal Fiber.
- Broadband Impact and Market Assessment: Custer County.
- Broadband Market Assessment: City of Highland, Illinois.



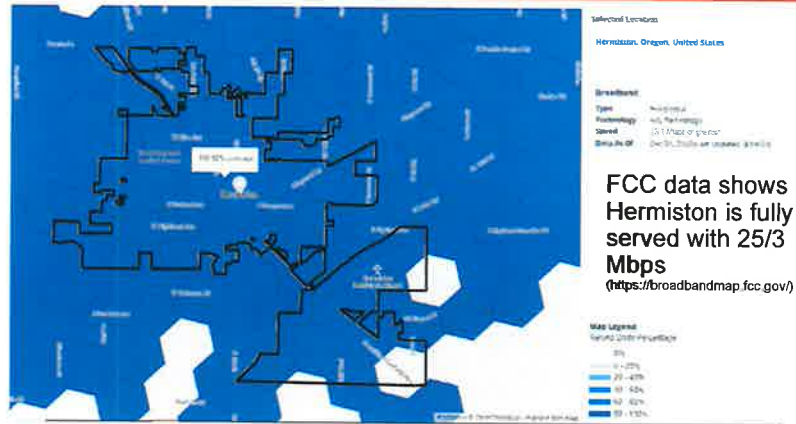
Goals

	Top Five Goals	Score
1	New Opportunities for Work and Economic Growth	91.3%
2	Access to Robust and Competitive Broadband	88.4%
3	Expanded Online Education and Training Opportunities	87.0%
4	Remote and Better Integrated Access to Health Services	79.7%
5	Improved Monitoring and Management of Clean Water and Sanitation	78.3%

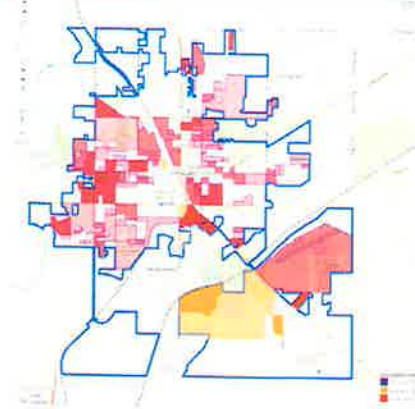
Issues & Needs

	Top Five Issues and Needs	Score
1	Expanding Local Workforce Skills	79.7%
2	Retaining and Attracting Businesses and Population	79.7%
3	Increasing Good-Paying Job Opportunities	75.4%
4	Stimulating Local Business Growth and Innovation	75.4%
5	Improving Emergency Services Response (Health, Fire, Police)	60.9%

FCC Reported Served with Broadband



FCC Broadband Data Discrepancies



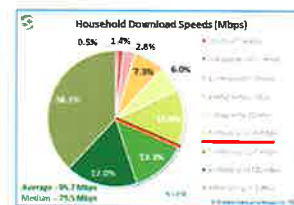
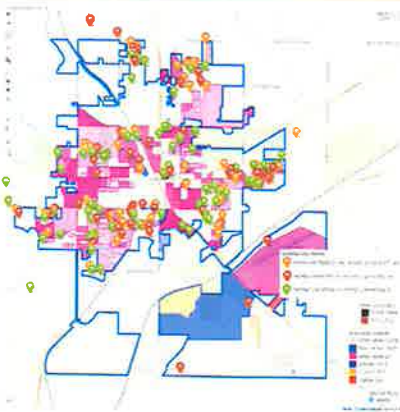
Deeper analysis of FCC's data reveals census blocks with partial coverage, where deeper shading shows higher percentage of unserved households per census block

Uncovered this by:

- Counting the number of served locations in every census block
- Filtering out business-only service
- Updating with latest FCC and broadband provider data



eCheckup Download Speeds

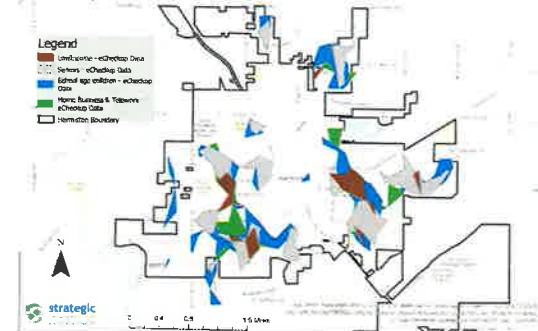


Almost one third of households/business do not meet FCC 25/3 Mbps standards based on eCheckup speed tests



Digital Inclusion Analysis

eCheckup Respondents : Hermiston, OR
Aggregate Areas of Low Income, Seniors, School-aged children, and Home business & Teleworkers



- GIS analysis data for digital inclusion planning and network commercialization
- Map shows low income (brown), seniors (grey), school-aged children (blue), and home business and teleworker (green).



Open Access Network

1. Staff Explored Open Access Networks.

1. **City Owned Infrastructure.**
2. **At-Cost Business Model To Connect Hermiston.**
3. **Cities Build Infrastructure (like roads) To Allow Third Party Offerings.**
 1. **Internet Service Providers.**
 2. **City/County/State Service Access.**
 3. **Anchor Institution Access**
 1. Health Services
 2. Education
 3. Workforce Development/Training
 4. Small Business Development



How Digital Infrastructure Network Works

Digital Infrastructure – one common fiber network utility

- Is built to be “open” to many uses (public and private)
- Links the internet to **every premise and building** in Hermiston
- Is owned by City of Hermiston – **to ensure local sovereignty over digital future**

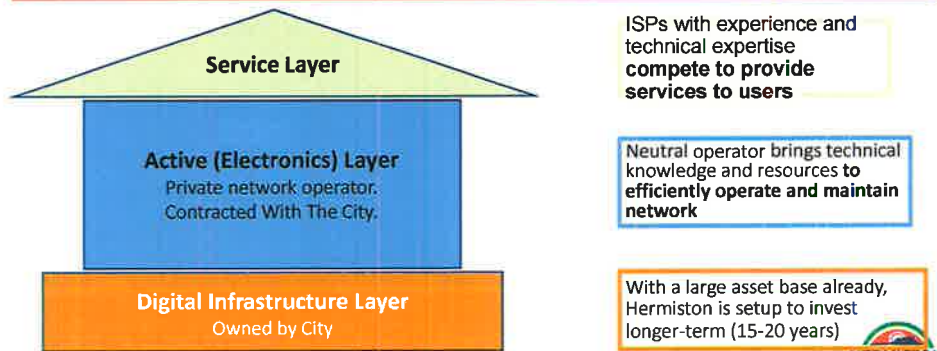
Structural separation of digital infrastructure, operations, and service delivery.

- One experienced wholesale open access entity connects providers, operates and maintains the network 24/7/365.
- Service providers use the digital infrastructure to provide choice of diverse services at competitive rates delivered to every premise.

An economic development platform is created by the public and private sectors



Separation of Digital Infrastructure



Delivery of services by private sector, with local stewardship over digital infrastructure

Pro's and Con's of Ownership

Ownership	Pro's	Con's
Traditional private sector Internet Service Providers (ISPs) Pro's and Con's of Digital Infrastructure Ownership	<ul style="list-style-type: none"> • City of Hermiston does not need to deal with broadband – someone else will 	<ul style="list-style-type: none"> • No guarantee that 100% of premises will be connected. • No control over timelines for build-out. • No recourse for City of Hermiston with service levels or quality. • Taxpayer funds could subsidize one private sector provider and limit competition. • Will still require oversight of franchise agreements.
Digital infrastructure (ownership of infrastructure by broadband utility, or special purpose vehicle)	<ul style="list-style-type: none"> • Sovereignty of Hermiston's digital future <ul style="list-style-type: none"> ◦ encouraging competition ◦ setting priorities and timelines for build-out across Hermiston. ◦ ensuring all premises are connected ◦ incentivizing customer service • Reduced costs in serving Hermiston's municipal and community anchor sites. • New revenue streams from digital infrastructure. 	<ul style="list-style-type: none"> • Oversight costs of broadband utility

Pivot to Address Demand Side of Broadband

Broadband availability is often the primary focus, however ...



Economic Growth is Driven by Utilization



City Efforts

- Discussions With Many Providers Over Last 10 Years
 - **Many Promises... Few Deliverables**
- City Has Explored Region Options
 - **Lot of Interest... Little, To No Traction**
- City Continues to Lag in Digital Connectivity



Next Steps for Digital Infrastructure

1. **Staff is prepared to solicit Requests For Proposals (RFP) for a Network Operator to design, build, operate, and maintain a fiber based digital Infrastructure utility.**

1. **Partner with SNG**

1. **Broadband Service Area Mapping**
2. **Manage Process for Selection of Network Construction & Operations.**

2. **City of Umatilla Discussions to Partner on Effort**

1. **Benefits Both Cities as we have similar needs.**
2. **Increased number of connections helps leverage initial investments.**
3. **Motivated Partner with possible willingness to share effort and costs.**

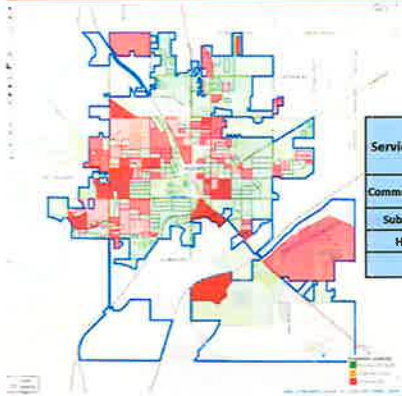


Next Steps for Digital Infrastructure

1. **City of Umatilla**
 - a) **Meeting With Their City Council on April 1.**
2. **Cities of Hermiston and Umatilla Could Form a Partnership To Build and Operate Open Access Digital Infrastructure Network.**
 - a) **RFP Process To Select Network Operator.**
 - a) **Design, Build & Operate Open Access Network For The Cities of Hermiston & Umatilla.**
 - b) **Connect Every Municipal, Residential, Business and Community Anchor Tennent Within City Limits.**
3. **Prepare Business and Economic Plan, Governance Model, Funding Model.**
4. **Pursue Funding (Revenue Bond, Grant Funding, and Private Investment).**



City of Hermiston Digital Infrastructure



Service Category	BSLs (Total Premises)	Unserved and Underserved Locations	Total Fiber Cost Estimate	Avg Cost Per Premise
Commercially Viable	6,229	94	\$12,346,155	\$1,982
Subsidy Viable	361	92	\$2,466,843	\$6,833
High Cost	15	11	\$1,281,222	\$85,415
Totals	6,605	197	\$16,094,220	



City of Umatilla Digital Infrastructure



Service Category	BSLs (Total Premises)	Unserved and Underserved Locations	Total Fiber Cost Estimate	Avg Cost Per Premise
Commercially Viable	1,745	73	\$3,811,011	\$2,184
Subsidy Viable	226	125	\$1,372,043	\$6,071
High Cost	11	5	\$987,949	\$89,814
Totals	1,982	203	\$6,171,003	



Questions

Where Life is Sweet™



CITY COUNCIL

Regular Meeting Minutes

March 24, 2025

Mayor Primmer called the regular meeting to order at 7:01pm. Present were Councilors Hayward, Roberts, McCarthy, Linton, and Kelso. Councilors Duron, Myers, and Barron were excused. City Staff in attendance included: City Manager Byron Smith, Assistant City Manager Mark Morgan, City Attorney Rich Tovey, Finance Director Ignacio Palacios, Chief Jason Edmiston, Parks and Recreation Director Brandon Artz, City Planner Clint Spencer, Court Administrator Jillian Viles, Hermiston Energy Services (HES) General Manager Nate Rivera, and City Recorder Lilly Alarcon-Strong. Also present was Student Advisor Jeanine Heredia. The pledge of allegiance was given.

Citizen Input on Non-Agenda Items

Linda Turner, Hermiston- stated as a member of the Hermiston Altrusa International Club they promote leadership, volunteerism, and community betterment. In Partnership with the Parks and Recreation Department, and with donations from individuals and businesses, Altrusa has recently completed their Riverfront Park Read and Walk Trail Project and ribbon cutting on March 11th (pictures attached) which features a selected child's book that has been dismantled and placed inside posts along the trail at Riverfront Park to allow people to walk and read on the trail at the same time, books will be in English and Spanish. Children will also be able to enter to win free books each month from the Public Library and Next Chapter Book Store.

Mayor Primmer stated he attended the ribbon cutting and read the posted book which was great to see in English and Spanish, and thanked Altrusa for this fantastic project.

Councilor Linton announced that Linda Turner also started the Battle of the Books in Hermiston.

Joe Franell, 1401 NW 17th St- stated he is the President of Eastern Oregon Telecom dba Blue Mountain Networks and would like to speak about the work session meeting topic. Mr. Franell stated he moved to Hermiston from Ashland about 14 years ago where he helped create the first municipally owned open access network in the United States. These networks are challenging and expensive and from what he understands, Ashland has yet to pay off the development of this system and has not had success with this system since he left. The City of Sandy is the only open access network system- that he knows of- that works, and this is very rare. Mr. Franell stated he had previously met with City Manager Smith and HES General Manager Rivera regarding the City's intentions with this project to let them and the City Council know that he can provide these services for the City of Hermiston and Umatilla as they are currently working in these areas and is asking the City to work together on this project as they have already invested time and money in the area.

Dave Hanson, 1737 W Alleluia Ave- stated he has over 50 years' experience all over the United States in Broadband, besides his accomplishments in many other fields, he is also a member of the City's Budget Committee and is concerned that the City would be spending money where we would not get a quick return on investment and would be willing to volunteer his time to help the City with this project.



CITY COUNCIL

Regular Meeting Minutes March 24, 2025

Virginia Rome Garcia, 435 E Sunset Dr- stated she recently noticed a \$6.00 penalty on her water/sewer bill and went to City Hall for an explanation on this issue as she is on autopay and should not have received a penalty. She stated she was not satisfied with the response she was given and then fixed the issue herself by changing the payment date. Virginia also stated she is grateful for the leak alert system the City has as it caught a leak that was happening in her home which saved her a lot of money. Virginia also spoke regarding one of the City's Customer Service Representatives, who she said she observed helping a Spanish speaking gentleman and being very kind, patient and explaining everything so well in Spanish.

Consent Agenda Items

Councilor Hayward moved, and Councilor McCarthy seconded to approve Consent Agenda item A-C to include:

- A. New Liquor license application for La Mexicana located at 135 E Cornell Place, Suite B 1
- B. Committee Vacancy Announcement
- C. Minutes of the March 10th Regular City Council Meeting and Urban Renewal Agency Meeting

Motion carried unanimously.

Resolution No. 2361- Well #4 Control Systems Contract Award

Assistant City Manager Morgan gave information (PowerPoint Presentation attached) regarding awarding the Well #4 Control Systems Contract Award to Tapani, Inc.

After further discussion and answering questions from the Council, Councilor Roberts moved, and Councilor Hayward seconded to approve Resolution No. 2361 and lay upon the record. Motion carried unanimously.

Resolution No. 2362- Initiate LID for NW 2nd Street

Assistant City Manager Morgan gave information (PowerPoint Presentation attached) regarding allowing the City to develop a report which the Council can use in determining whether or not to move forward with next steps to potentially form an LID but does not form an LID.

After further discussion and answering questions from the Council, Councilor McCarthy moved, and Councilor Roberts seconded to adopt Resolution No. 2362 and lay upon the record. Councilors Hayward, McCarthy, Roberts, and Kelso moved in favor; Councilor Linton voted against. Motion carried 4-1.

Resolution No. 2363- Declare intent to Form LID for NW 2nd Street

Assistant City Manager Morgan gave information (PowerPoint Presentation attached) regarding allowing the City to set a Public Hearing date after which point the Council will consider and determine whether or not to form an LID.

After further discussion and answering questions from the Council, Councilor Hayward moved, and Councilor Roberts seconded to adopt Resolution No. 2363 and lay upon the record. Motion carried unanimously.



CITY COUNCIL

Regular Meeting Minutes

March 24, 2025

Resolution No. 2364- Good Shepherd Health Care System (GSHCS) Police Funding Agreement

City Manager Smith gave information regarding an agreement between the City and GSHCS to fund up to four police officers for a dedicated patrol beat for GSHCS properties.

After further discussion and answering questions from the Council, Councilor Roberts moved, and Councilor McCarthy seconded to adopt Resolution No. 2364 and lay upon the record. Motion carried unanimously.

Presentation and Possible Action – Small Modular Reactor (SMR) Legislation

Umatilla County Commissioner Dan Dorran praised the City for its proactive stance on infrastructure and presented information (attached) regarding current energy levels in the region, the amount of energy the region produces and exports, the lack of energy the region retains, and how the region is going to continue to bring in quality development to the area if we do not have power beyond the currently projected 10-year window. Other forms of energy were reviewed to include renewable energy that is currently in the area, however, two-years ago Umatilla County Commissioners realized renewable energy would not be ideal due to various reasons and began doing research into SMR's. Through this research it was determined that SMR's would be a practical and safe solution as a source of energy to power our community and is therefore asking that the City of Hermiston give support for HB 2410 by allowing the City's logo to be included in the support letter to legislators.

After prompting from the Council, HES General Manager Rivera stated the City is part of the Oregon Municipal Electric Utilities Association and is giving support of the SMR Technology but is waiting for final language of the SMR to be released before any decision of support is given.

Public Comment given via/email

"Hi. I strongly encourage the city staff and council members to read all of the written comments opposing the legislation. There is significant factual information that needs to be seriously reviewed. Thank you, Karyn Jones 1010 W Highland Ave, Hermiston, OR 97838"

After further discussion and answering questions from the Council, Councilor Kelso moved, and Councilor Hayward seconded to give support for HB 2410 by allowing the City's logo to be included in the support letter to legislators. Councilor Hayward, McCarthy, and Kelso voted in favor; Councilor Roberts and Linton voted against. Motion carried 3-2.

February 2025 Monthly Financial Report

After Council discussion, Councilor McCarthy moved, and Councilor Roberts seconded to accept the February Financial Report as presented (PowerPoint Presentation attached) by Finance Director Ignacio Palacios, City Manager Smith, and Assistant City Manager Morgan. Motion carried unanimously.

(Finance Director Palacios noted an error on the PowerPoint Presentation date that read 2024 instead of 2025.)



CITY COUNCIL

Regular Meeting Minutes

March 24, 2025

Committee Reports

Faith-Based Advisory Committee- Councilor Hayward spoke regarding the I Love My City event planned for May 17th and 18th.

Recreation Projects Fund Advisory Committee- Councilor McCarthy stated the Committee is accepting applications until May 31st and will meet in June to review applications and make their recommendation to the City Council.

Hispanic Advisory Committee- Councilor Kelso spoke regarding the presentations the Committee heard from Family Health Associates and WaFed Bank, as well as established their 2025 Committee Goals. The Committee also has five applicants for the two vacancies.

Mayor's Report

Mayor Primmer spoke regarding:

- Congratulated all Distinguished Service Award recipients
- Gave a reminder of the application deadline for the Civic Leadership Academy
- Arbor Day Giveaway and the Fishing Derby is on the same day

Council Presidents Report

None given.

Council Reports

Councilor Roberts thanked Parks and Recreation Director Artz and his staff for the impressive work they do with programming and keeping City properties looking great.

Councilor Linton asked when the Council will be presented with information on additional funding for the Chamber of Commerce and the Harkenrider Senior Center as she requested during the Goal Setting Session.

City Manager Smith stated this discussion is scheduled for the upcoming meeting.

Councilor Kelso's thanked Liz Marvin and her team for their work putting together the Distinguished Service Award Banquet and stated he, per the Mayors recommendation to all Council members, recently attended the Council meetings of the City of Echo and Irrigon. The meetings were interesting and less formal and is appreciative of the Consent Agenda that the City of Hermiston City Council utilizes.

Councilor Hayward echoed Councilor Kelso's sentiments regarding the Distinguished Service Awards Banquet.

Youth Advisory Report

Youth Advisor Jeanine Heredia spoke regarding students, specifically seniors, preparing for spring break.



CITY COUNCIL

Regular Meeting Minutes March 24, 2025

City Manager's Report

City Manager Smith Spoke regarding:

- City Chats on April 9th at 2pm at the Next Chapter Book Store and asked those interested in attending please contact City Recorder Alarcon-Strong
- Civic Leadership Academy Application deadline on March 28th
- EOTEC Advisory Committee and Planning Commission resignation of Patrick Collins
- Encouraged the Council to view the Pickleball Court area at Theater Sports Park

Recess for Executive Session

At 8:55pm Mayor Primmer announced that the City Council will meet in Executive Session pursuant to ORS 192.660 (2) (e & h) which allows the Council to meet in Executive Session to conduct deliberations with persons designated by the Council to negotiate real property transactions and consult regarding the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

Representatives of the news media and designated staff shall be allowed to attend the executive session. All other members of the audience are excluded. Representatives of the news media are specifically directed not to report on any of the deliberations during the executive session, except to state the general subject of the session as previously announced. No final decision may be made in executive session. At the end of the executive session, the council will return to open session which the audience may attend. The executive session will last approximately 15 minutes.

Reconvene and Adjourn

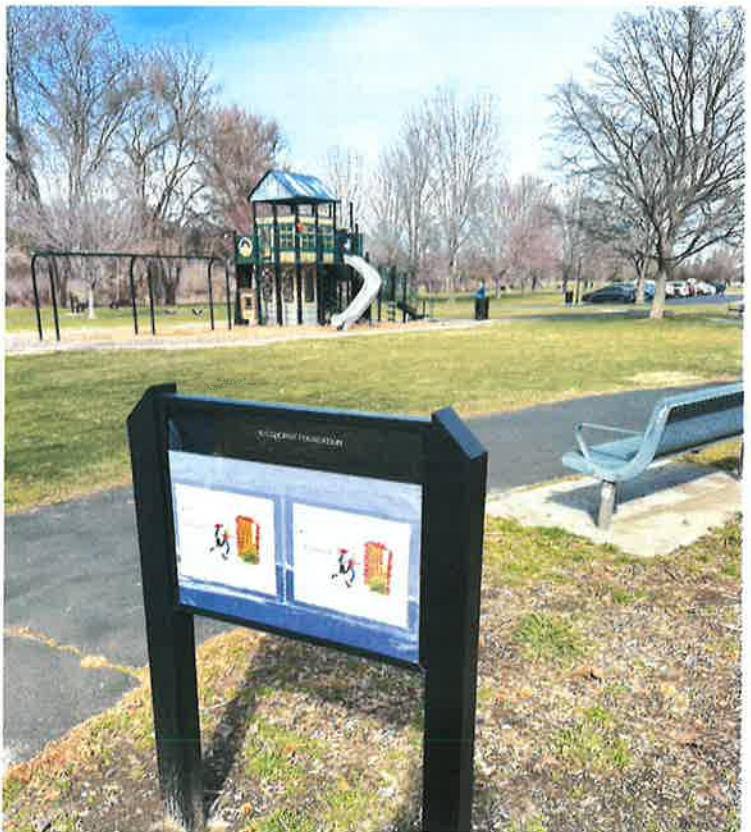
There was no other business and Mayor Primmer reconvened and adjourned the regular City Council meeting at 9:27pm.

SIGNED:

Doug Primmer, Mayor

ATTEST:

Lilly Alarcon-Strong, CMC, City Recorder







Current System: 60+ Years Old



Current System

- 2,500 Gallons Per Minute
- Unreliable
- Inefficient
- Used for Parts
- Large Pressure Fluctuations



CIP Project W10.0

- Included in 2018 CIP→ FY23
- Unforeseen Lead/Copper Mandates from EPA (\$250K)
 - **Caused 2 Years of exposure to high inflation**
- Heavy on Electrical components
 - **High exposure to recent federal tax increases (tariffs)**





Bids

Company	Bid
Tapani, Inc.	\$525,300.00
C&E Trenching, LLC	\$540,250.00
Neuman Electric, Inc.	\$617,680.00
McKinstry Electrical	\$618,272.00
Goodman & Mehlenbacher	\$748,650.00



Questions?





NW 2^d (Elm to Cherry) South



NW 2^d (Elm to Cherry) North



NW 2^d 3 Developed Lots



NW 2^d Undeveloped Usage (2024)



NW 2^d Undeveloped Usage (2017)



NW 2^d Undeveloped Usage (2016)



NW 2^d Undeveloped Usage (2005)



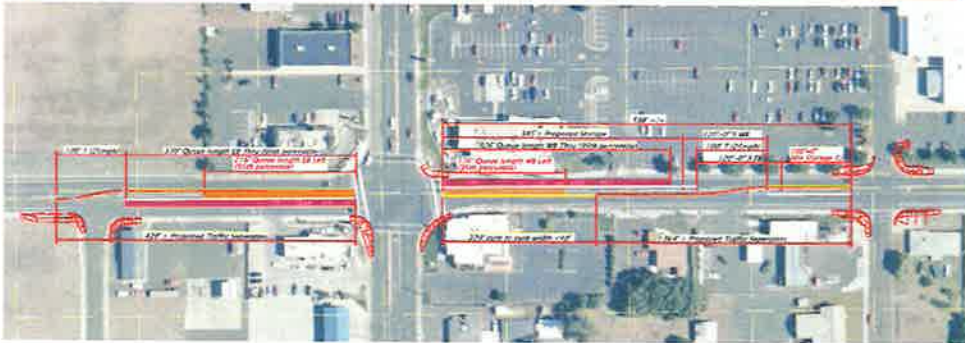
NW 2^d Undeveloped Usage (2002)



NW 2^d Ingress/Egress (2024)



Elm Ave. Changes





How did we get here?



Street Requirements

- Construct street at time of Development
 - Undeveloped lots not required to construct street
- Non-Remonstrance Agreements (NRA)
 - Development without street allowed if
 - Agree to participate in future LID



Non-Remonstrance Agreements



"Undeveloped" Actively Used



Developed Without Building Street



Local Improvement District

- Construct Street & Levy Cost on Adjacent Properties
- Initiate LID Formation (Call For Feasibility Report)
 - Scope of project
 - Cost Estimates
 - Method for assigning costs
 - Etc.





Local Improvement District

- Initiate LID (Call for Report)- Tonight
- Declare Intent to Form- Tonight (Next Resolution)
- Public Hearing- May 12?
- Form LID- May 12?
- Design Project- Summer/Fall
- Construct- Spring '26



Questions?





Prelim Engineering Report

- Project Scope
- Project Cost Estimates
- Area of Impact
- Methodology for Assigning Costs
- Estimated Costs to Each Property



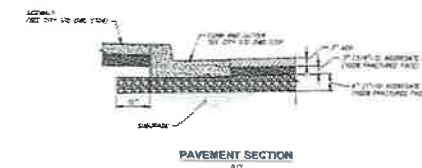
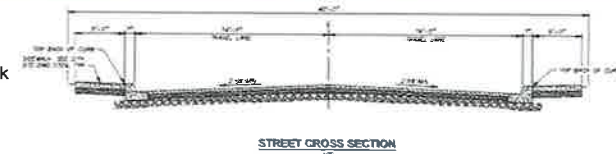
Project Scope Elm to Cherry



Project Scope Deviated City Standard

Standard

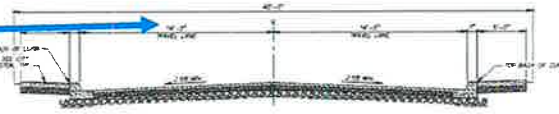
- 12' Travel Lanes
- 6' Parking
- Curb/Gutter/Sidewalk



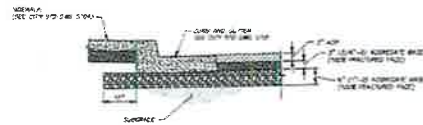
Project Scope Deviated City Standard

Deviated Standard

- 14' Travel Lanes
- 6' Parking Lane
- Curb/Gutter/Sidewalk



STREET CROSS SECTION



PAVEMENT SECTION



Example Deviated City Standard



Benefitting Properties



Methodology

- Frontage on NW 2nd
 - 940'
- Total Project Cost
 - \$580,000
- Cost/Frontage Foot
 - \$617.02/FF



Cost Per Property

- Frontage on NW 2nd
 - 940'
- Total Project Cost
 - \$580,000
- Cost/Frontage Foot
 - \$617.02/FF



Cost Per Property

- Frontage on NW 2nd
 - 940'
- Total Project Cost
 - \$580,000
- Cost/Frontage Foot
 - \$617.02/FF
- City Contribution
 - \$0



Local Improvement District

- | | |
|-----------------------------------|-------------|
| • Initiate LID (Call for Report)- | Tonight |
| • Declare Intent to Form- | Tonight |
| • Public Hearing- | May 12? |
| • Form LID- | May 12? |
| • Design Project- | Summer/Fall |
| • Construct- | Spring '26 |



Related Project W. Dogwood

- W. Dogwood
 - **Spruce-2nd**
- 100% City-Funded
- \$225,000



Support HB 2410



Allowing a pathway for a small modular reactor ("SMR") demonstration project in Umatilla County

Statutory barriers adopted via Measure 7 in 1980 result in a practical moratorium on nuclear energy in Oregon.

Circumstances since 1980 have changed.

Nuclear currently provides almost half of domestic carbon-free electricity in the United States, including 19 trillion Btu of electricity imported into Oregon annually.¹ If the U.S. is to attain net-zero, nuclear will serve an essential role in our energy transition as a clean, firm complement to renewables.² With low land-use requirements and lower transmission requirements than distributed or site-constrained generation sources, nuclear also offers high-paying jobs and other regional economic benefits.³

As Umatilla County experiences significant load growth in the irrigation, commercial and industrial sectors, county leaders are committed to exploring options to support economic development with reliable, resilient carbon-free energy.

What House Bill 2410 Does:

- Provides that an SMR Demonstration Project in Umatilla County, if proposed, would be:
 - Subject to the Energy Facility Siting Council ("EFSC") process;
 - Exempt from the current prohibition against siting a nuclear facility until a repository for terminal disposition of nuclear waste is federally licensed;
 - Exempt from the current requirement that a proposed EFSC site certificate must be approved via a statewide ballot measure before issuance; and
 - Required to use microgrid technologies to support community energy resilience.
- Holds the project operator responsible for proper temporary storage of waste until the materials are removed from the site for consolidated interim or permanent storage.
- Requires relevant state agencies to review and report to the legislature on how to update existing Oregon laws to enable a nuclear siting process that:
 - Is clear, transparent and supports community engagement; and
 - Provides for strong state regulatory oversight consistent with federal law.
- Refers the measure to the people of Umatilla County for their approval or rejection.

House Bill 2410 Does NOT:

- Repeal Measure 7.
- Dictate SMRs as a resource to replace or compete with renewables.
- Allow for SMR development without nearby community support.

HB 2410 will not go into effect unless approved by the affected voters

House Bill 2410 is a targeted, practical solution for exploring small modular nuclear reactors as a source of carbon-free energy to power Oregon's communities and economic futures

Contact: Maureen McGee
maureen.mcgee@tonkon.com
971-610-1140

¹U.S. Department of Energy, Pathways to Commercial Liftoff: Advanced Nuclear, September 2024, at 21, available at: https://liftoff.energy.gov/wp-content/uploads/2024/09/LIFTOFF_DOE_AdvNuclear-vX6.pdf; Oregon Department of Energy 2024 Biennial Energy Report, November 2024 at 2, available at <https://www.oregon.gov/energy/Data-and-Reports/Documents/2024-Biennial-Energy-Report.pdf>.

² Pathways to Commercial Liftoff at 1.

³ Pathways to Commercial Liftoff at 1.

VOTE YES on House Bill 2410

Allows Consideration of Nuclear in Oregon's Clean Energy Future

HB 2410 narrowly exempts a small modular reactor ("SMR") demonstration project in Umatilla County from Oregon's outdated prohibitions on nuclear energy facility siting.

Nuclear currently provides almost half of domestic carbon-free electricity in the United States, including 19 trillion Btu of electricity imported into Oregon annually.ⁱ With lower land-use requirements and lower transmission requirements than distributed or site-constrained generation sources, nuclear offers high-paying jobs and other regional economic benefits.ⁱⁱ Small modular reactors, in particular, are a form of advanced nuclear that provides a simple design, enhanced safety features, and the economics and quality afforded by factory production compared to traditional, large nuclear power plants.

Electricity demand in the Northwest is expected to grow more than 30% in the next decade.ⁱⁱⁱ To identify how Oregon will meet this demand and our state's ambitious clean energy goals, all carbon-free energy technologies must be on the table. Existing system-level modeling shows that including nuclear as a clean, firm complement to variable renewables and storage reduces system costs.^{iv} Advanced nuclear solutions like SMRs could therefore serve an essential role in Oregon's clean energy future, but outdated statutes adopted in 1980 are standing as a barrier to considering any form of Oregon-based advanced nuclear.^v

Without immediate, incremental policy change, Oregon will miss the opportunity to consider advanced nuclear as a part of our domestic clean energy generation mix.

Umatilla County is Ready to Explore a Small Modular Reactor Demonstration Project

Umatilla County is experiencing significant load growth in the irrigation, commercial and industrial sectors, and county leaders are committed to exploring options to support economic development with reliable, resilient carbon-free energy. HB 2410 enables a starting point for a conversation, sending the necessary market and regulatory signals to consider EFSC siting of an SMR demonstration project to meet the County's unique energy needs. As a legislative referral to Umatilla County, HB 2410 centers community consent as a core Oregon value for clean energy development.

Contact: Maureen McGee, Umatilla County, maureen.mcgee@tonkon.com

We support HB 2410 as a narrowly-crafted proposal for considering the value proposition of advanced nuclear in Oregon, and urge legislators to vote YES.



OREGON
BUSINESS
& INDUSTRY



ⁱU.S. Department of Energy, Pathways to Commercial Liftoff: Advanced Nuclear, September 2024, at 21, https://liftoff.energy.gov/wp-content/uploads/2024/09/LIFTOFF_DOE_AdvNuclear-vX6.pdf; Oregon Department of Energy 2024 Biennial Energy Report, November 2024 at 2, <https://www.oregon.gov/energy/Data-and-Reports/Documents/2024-Biennial-Energy-Report.pdf>.

ⁱⁱ Pathways to Commercial Liftoff at 1.

ⁱⁱⁱ Pacific Northwest Utilities Conference Committee, Northwest Regional Forecast of Power Loads and Resources: August 2024 through July 2034, May 2024, at 4, <https://www.pnucc.org/wp-content/uploads/2024-PNUCC-Northwest-Regional-Forecast-final.pdf>

^{iv} Pathways to Commercial Liftoff at 10.

^v See Oregon Department of Energy, Oregon Energy Strategy Modeling Results Info Meeting Notes, January 31, 2025, at 6, <https://www.oregon.gov/energy/Data-and-Reports/Documents/2025-01-31-OES-Modeling-Session-Notes.pdf> (confirming that the initial modelling results for the Oregon Energy Strategy “did not permit nuclear siting in Oregon”).

Contact: Maureen McGee, Umatilla County, maureen.mcgee@tonkon.com



Hermiston Urban Renewal Agency (HURA)

- North Hermiston Urban Renewal Area – Project delayed due to signal analysis and ROW acquisition. Expected to bid in April



General Fund

- Eighth month of 24-2025 fiscal year
- Monthly Revenues are over projections by ~\$858k
 - **When compared to budget, revenues are meeting expectation at 66.5% (property taxes annualized)**



General Fund

- Monthly Expenses under projections by ~\$1,314k
 - **Although, five departments are over budget when compared to projected all departments are meeting or are below budget through February 2025**



Special Revenue Funds

- Observations:
 - **EOTEC expenditures ~\$104k over budget due to Barn Project City match for project.**
 - Match will occur prior to fiscal year end (sources from interest earnings on bond proceeds and savings on other related projects).



Utility and Street Funds

- Observations:
 - **Utility fund ~\$655k over projected revenues**
 - This corresponds to one time 'septic service' in recycled water



Capital Projects

- A number of projects in design:
 - **Geer/Harper Realignment- full design expected by Spring**
 - **N. 1st Sidewalk (eastern sidewalk)**
 - **RWS Backup Generators**
 - **Well #6 Chlorination Structure**
 - **Aquifer Storage/Recovery – contract awarded. Contractor to begin work April/May 2025**
 - **Well #4 Controls – design complete and advertised in February**



Capital Projects

- Hangar Replacement – foundation work to begin
- Library – Framing underway, April Tour
- The Arc – Painters were Prepping today
- Public Safety Center
 - **Interior framing underway**
 - **Sally Port addition under construction**





Discussion Questions?

Where Life is Sweet



Transit Advisory Committee Minutes

March 27, 2025

Assistant City Manager Mark Morgan opened the meeting at 3:03pm. Transit Advisory Committee members in attendance were Mayor Doug Primmer and Councilors Jeff Kelso and Jackie Linton. Staff also in attendance included Lilly Alarcon-Strong and Chantel Waldo.

Review and Recommendation of Taxi Ticket Program RFP

Assistant City Manager Morgan presented information regarding the current Taxi Ticket Programs to include Senior & Disabled Program and the WORC Programs and provided information regarding funding of these programs which includes grant funding received to cover the majority of expenses with the City contributing about 20-30% from city general funds, and customers paying a small portion. Previously, the City had provided an exclusive franchise to the contracted Taxi provider. There is an increasing level of services that are needed during specific days/times, which has resulted in complaints being received by the city about the current taxi services and options, however, the City has not received complaints regarding customer service, drivers, or vehicle conditions of the current contracted provider. Hermiston Taxi, like other services and programs have experienced increase cost pressures, e.g. minimum wage increases, wages of other employment options in the community, and more. The RFP asked for proposals on providing requested services that wasn't reliant on any revenue outside of the contract funding of \$415,000 annually, to stay in business. The grant funding runs on a 2-year cycle, and this is the first RFP since 2015.

The Committee reviewed the two proposals received from Uber and Hermiston Taxi, LLC. (attached).

Assistant City Manager Morgan explained that Uber would use virtual vouches that can be utilized via Uber App or over the phone. Hermiston Taxi, LLC would use the current ticket/voucher system. Uber does not guarantee or offer wheelchair accessible vehicles; however, the City could have a second contract for those services from another provider. Uber would also offer 24-hour services to the community while Hermiston Taxi, LLC would be offering a reduction in guaranteed service hours.

There was some discussing regarding:

- If Uber would be able to meet the driver training requirements per grants stipulations, as well as drug testing and business license requirements for all drivers
- If Uber or other rideshare companies could provide services, officially, while Hermiston Taxi, LLC receives the contract
- Other potential options, including creating a city taxi company, hired and managed by the city with 29-hour work week for employees with two drivers at eleven hours a day six days a week which would be one driver less than the three proposed drivers with Hermiston Taxi, LLC.
- Potentially speaking to Good Shepherd Health Care System about a contract with Caravan as a wheelchair accessible option

No formal recommendation was asked just feedback from members in attendance to gather more information to present to full council.

Adjournment

There was no other business, and the meeting was adjourned at 3:53pm.

ORDINANCE No. 3987**AN ORDINANCE REGULATING VEHICLES FOR HIRE WITHIN THE CITY;
AND DECLARING AN EFFECTIVE DATE. (As amended by Ordinance 3991)**

Enacted April 19, 2022; last amended October 4, 2022.

WHEREAS, it is in the public interest to provide for and promote the safety and welfare of the general public and to allow fair competition by regulating vehicles for hire within the City of Pendleton, as authorized by ORS 221.485 and 221.495. Nothing contained in this chapter is intended or shall be construed to create any liability on the part of the City or its employees for any injury or damage related to any provisions of this chapter, or by reason or in consequence of any act or omission in connection with the implementation or enforcement of this chapter on the part of the City or its employees; and

WHEREAS, under the authority of ORS 221.495, the City of Pendleton hereby regulates transportation services to best provide for the safety, welfare and accessibility of transportation services which are vital to the general public; and

WHEREAS, the regulation of transportation providers, with various hours and requirements for various providers, are intended to provide opportunity for providers while meeting the overall transportation needs of the public.

NOW THEREFORE, THE CITY OF PENDLETON ORDAINS AS FOLLOWS:

SECTION 1. Definitions. As used in this ordinance, the following definitions apply:

"Digital dispatch system" means an internet-based software application, website, platform, or interface that allows for the solicitation, arrangement, or provision of vehicle for hire services and the display of rates, calculation of fares, or acceptance of payment for vehicle for hire services.

"Limousine" is any luxury motor vehicle for hire whose chassis and wheelbase have been lengthened beyond the original manufacturer's specifications, whether at the time of production or after.

"Limousine Company" is any person operating one or more limousines for hire, other than as a driver, regardless of the legal form of the entity and regardless of whether the limousines so operated are owned by the company, leased, or owned by individual members of an entity.

"Taxi" means a motor vehicle for hire, other than a limousine or transportation network vehicle.

"Taxi Company" means any person operating one or more vehicles for hire, other than as a Driver, regardless of the legal form of the entity and regardless of whether the taxis so operated are owned by the company, leased, or owned by individual members of an entity. Taxi Companies do not include Transportation Network Companies.

"Transportation Network" means one or more Drivers working as independent contractors and utilizing a digital dispatch system and using personal motor vehicles in the provision of transportation services.

"Transportation Network Company" means a person that operates or facilitates a transportation network.

"Transportation Network Vehicle" means a personal motor vehicle which is used as a vehicle for hire and is part of a transportation network.

“Vehicle for Hire” means a motor vehicle used for the ground transportation of passengers for compensation within the City, including taxis, limousines and transportation network vehicles. The following vehicles shall not be considered vehicles for hire for the purposes of this ordinance, and are forbidden from operating as a taxi, limousine, or transportation network vehicle:

- a. Ambulances equipped and staffed so as to be capable of providing emergency medical services in conjunction with passenger transportation;
- b. Courtesy vehicles used by a hotel, motel, car rental company, residential home, parking facility, or other business to transport that business' clients when transportation is secondary to the business' primary purpose and the transportation is free or contained in the general overhead of the business;
- c. Non-motorized vehicles such as horse-drawn vehicles;
- d. Delivery vehicles used for delivering property exclusive of passenger transportation;
- e. Shuttle vehicles and buses used for providing passenger transportation over a fixed route and time schedule or under a contract with City for bus services;
- f. Volunteer-driven vehicles and vehicles operated by a driver who is reimbursed for basic mileage expenses and who does not receive wages, salary, or other compensation;
- g. Vehicles operated by or for public entities;
- h. Busses operated by volunteers or leisure travel commercial companies;
- i. State and local government subsidized transit provider vehicles.

“Vehicle for Hire Agency” means a business or individual natural person engaged in furnishing or providing one or more vehicles for hire, including taxis, limousines, and transportation network companies, through a digital dispatch system or by any other means, regardless of whether such business has employees or delivers its services through independent contractors.

“Vehicle For Hire Driver” means any individual person who operates a vehicle for hire within the City.

SECTION 2. Trial period. This ordinance was enacted as a trial program after which no sunset provision will apply and the ordinance shall become permanent.

(Section 2, as amended by Ordinance No. 3991, passed October 4, 2022.)

SECTION 3. License, Application and Fees. A Transportation Vehicle for Hire license is required for the provision of vehicle for hire taxi companies and transportation network companies within the City of Pendleton.

- A. The City may issue an annual license to a Taxi Company and TNC if the company certifies on a form acceptable to the City that it is in compliance with all requirements of this chapter, including but not limited to driver and insurance requirements, operating standards, certification of acceptable background checks of all drivers and any other requirements of the code or the City, and meets all applicable standards and requirements.
- B. The license issued under this chapter is valid for a period beginning February 1 and ending the following March 31. Any renewal must be approved by the City prior to the expiration date in order for the Vehicle for Hire Agency to continue providing vehicle for hire services within the City.
- C. The application fee shall be based on the number of drivers for the Taxi Company and TNC at the time of the application, and shall be intended to account for the City's costs in administering the requirements of this chapter. The fee amounts shall be set by the Transportation Administrator during the trial period and subsequently set by City Council resolution as part of the City's fee schedule. The application will include certification that all vehicle for hire drivers are qualified under the standards set forth in Section 4.
- D. The application fee shall be paid to the City at the time of submitting both initial and renewal license applications.
- E. All Vehicle for Hire Agencies must comply with the City's business license requirements of City Ordinance 3471.

SECTION 4. Vehicle for Hire Driver Requirements.

- A. All vehicle for hire drivers shall be at least 21 years of age and shall possess a valid driver's license, proof of motor vehicle registration, and proof of current automobile liability insurance that meets the requirements of this chapter and state law.
- B. Every Vehicle for Hire Agency shall maintain accurate, current records for all drivers employed by, contracting with, or otherwise affiliated with the company, including all drivers accessing the company's digital network to operate in the City. The records shall include the driver's name, date of birth, address, social security number,

- criminal background check results, driver's license information, motor vehicle registration, and automobile insurance. Those agencies shall provide a person in compliance with this Section written notice of compliance, who shall then submit the notice to the City as part of the business license application required by City Ordinance 3471.
- C. Prior to permitting a person to operate as a driver, and annually thereafter, the Vehicle for Hire Agency shall conduct, or have a qualified third-party conduct, a criminal background check for each employee or operator. The criminal background check shall include a search of no less than seven years of criminal database history, unless prohibited by law, in which case the duration of the search shall be the maximum number of years permitted by law. The criminal background check shall include local, state, and national criminal history databases and all accessible sex offender registries. Any person who is on a sex offender registry or has a record of a felony conviction within the previous seven years may not act as a driver. A record of a conviction of any of the following within the previous seven years will also disqualify a person from acting as a driver: crimes involving driving under the influence of alcohol or controlled substances, sexual offenses, or crimes involving physical harm or attempted physical harm to a person. The agency shall maintain records of criminal background checks for a period of at least two years. For purposes of this section, the term "conviction" includes convictions, bail forfeitures, and other final adverse findings.
 - D. Every Vehicle for Hire Agency shall certify in its application or renewal of license to the City that an annual background check has been conducted and the status of each operator. The agency must revoke a driver's authority to operate as a driver for their company and inform the City if it finds at any time that the standards set forth in this section are no longer being met by the driver. The company shall only reinstate a driver upon a finding by the company that all standards are again being met by the driver.
 - E. Notwithstanding the standards of this section, upon application by a Vehicle for Hire Agency, the Pendleton Chief of Police has authority to allow a person to act as an operator or driver if the Chief determines public safety would not be compromised.
 - F. All Transportation Network Drivers must have a current City Business license as required by Ordinance 3471.

SECTION 5. Insurance Requirements.

- A. For all required insurance, every Vehicle for Hire Agency shall provide certificates of insurance naming the City, its officers, agents, and employees as additional insured parties and give at least 30 calendar days' notice to the City before a policy is canceled, expires, or has any reduction in coverage.
- B. Insurance requirements of this section shall be satisfied by insurance issued by a licensed insurer or an eligible surplus lines insurer in the State of Oregon.
- C. The insurance limits for both TNCs and taxi companies are subject to statutory changes as to maximum limits of liability imposed on municipalities of the State of Oregon during the permit's term, other statutory changes, or other changes deemed necessary by the City.
- D. The adequacy of insurance coverage is subject to the review and approval of the City.
- E. Every Vehicle for Hire Agency shall maintain continuous, uninterrupted coverage for the duration of the license and any operations in the City. Any lapse in insurance coverage, even if it is later backdated by the insurance company, is a violation of this chapter.
- F. Every Vehicle for Hire Agency shall secure and maintain commercial general liability insurance with limits of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for claims arising out of, but not limited to, bodily injury and property damage incurred in the course of operating in the City.
- G. Limousine Companies operating any motor vehicles shall secure and maintain commercial automobile liability insurance covering those vehicles, with a combined single limit of not less than \$1,000,000 per occurrence for claims arising out of, but not limited to, bodily injury and property damage incurred in the course of operating in the City.
- H. *TNC Service Periods Defined.*
 - 1. Period 1: The TNC driver has logged into the app or is otherwise connected to the TNC's digital network, but has not yet accepted a request for a ride from a passenger. For example, the app is open and the driver is waiting for a match.
 - 2. Period 2: A passenger match has been accepted, but the passenger is not yet picked up (for example, the driver is on the way to pick up the passenger).
 - 3. Period 3: The passenger is in the vehicle.
- I. Upon City request or as part of an application, TNCs shall provide proof of current, valid insurance for City approval covering all affiliated TNC drivers and vehicles for hire operating for such company and satisfying the minimum requirements of Periods 1, 2, and 3.
- J. All TNCs shall maintain and provide the City with proof of the following automobile liability coverages:

1. Primary insurance coverage during Period 1 with minimum liability limits of \$50,000 per person for death and injury, \$100,000 per incident for death and injury, and \$25,000 for property damage, plus any other state compulsory coverage.
 2. Primary insurance coverage during Periods 2 and 3 with minimum liability limits of \$1,000,000 in combined single limit coverage for death, personal injury and property damage per incident; and \$1,000,000 in combined single limit under/uninsured motorist coverage for death, personal injury and property damage per incident.
 3. The required automobile liability insurance shall specifically recognize the driver's provision of TNC and vehicle for hire services and shall comply with the laws of the State of Oregon and/or other applicable governing bodies.
- K. TNC drivers shall be responsible for maintaining all personal automobile liability insurance required by State law.

SECTION 6. Operational Requirements.

- A. TNCs shall maintain records of all trips made by all drivers for at least one year from the date of the trip. The data may be aggregated and/or anonymized, and shall include the locations by ZIP code of trip origination and destination, vehicle miles traveled, trip origination and completion times, trip duration, and passenger wait times from a driver's acceptance of a request to passenger pick-up. The City may require the TNC to enter a data sharing agreement in order to receive a license.
- B. All vehicles operating for or affiliated with a TNC or taxi company shall be clearly marked with the company name or logo. Vehicles operated for TNC services shall be marked with a customary "trade dress" type of identification, such as a sticker or placard. The TNC's software application or website shall display for the passenger the make, model, and license plate number of the TNC vehicle.
- C. Drivers operating a transportation network vehicle may not accept street hails, and may only accept rides arranged through a TNC's digital network.
- D. Vehicle for Hire Agencies shall implement and maintain at all times a zero-tolerance policy on the use of drugs or alcohol applicable to all drivers employed by or affiliated with the company while providing vehicle for hire services. Companies shall provide notice of the zero-tolerance policy on their website and/or have it clearly displayed in each vehicle. The notice must include contact information to report a complaint about a driver for possible violation of policy. A company shall immediately suspend a driver upon receipt of a passenger complaint alleging a violation of the zero-tolerance policy, for at least the duration of the investigation of the complaint. An agency shall notify the City within 48 hours of receiving any complaint which is criminal in nature against an affiliated driver.
- E. Drivers shall not operate a vehicle for hire for more than 12 continuous hours in any given 24 period.
- F. Vehicles for Hire may charge fares based upon minimum fee per call, mileage, additional passengers, waiting time, additional stops, and delivery charges.

Section 7. Reasonable Accommodations.

- A. Vehicle for Hire Agencies must provide reasonable accommodations to passengers with disabilities, including passengers accompanied by a service animal, passengers with hearing and visual impairments, and passengers with mobility devices, and must comply with all applicable requirements of the Americans with Disabilities Act.
- B. Vehicle for Hire Agencies and the drivers shall provide services in a manner that ensures the equal protection, treatment and representation of all persons and shall not discriminate against any person for any reason, including but not limited to, age, citizenship status, color, familiar status, gender identity or expression, marital status, mental disability, nation origin, physical disability, race, religion, sex, sexual orientation, and source or level of income.

SECTION 8. Audit of Records. The City may audit the records of any Vehicle for Hire Agency no more than once per calendar year to review compliance with this chapter. An audit shall occur at a time and location designated by the City. In addition to an audit, the City may require a company to produce records related to an investigation of a specific allegation of a violation of this Code or other applicable law, or to evaluate a complaint. Production of records for an investigation or to evaluate a complaint does not count toward the once-per-year auditing limit.

SECTION 9. Revocation and Suspension. In addition to any other enforcement options provided by the code, the City may suspend, revoke, or refuse to issue a license if the Vehicle for Hire Agency or its agent has violated or not met any of the provisions of this Code. A violation includes any failure to meet or maintain any of the requirements or qualifications set forth in this Code, including the procedures and requirements for obtaining and maintaining a license, as

well as the making of any materially false statement or representation. The decision to suspend, revoke or refuse to issue a license may be appealed to the City Council, which will conduct a hearing where the company and the City may present evidence and argument. The company shall have the burden of proving it has complied with all requirements of this Code necessary to obtain or maintain the license. The decision of the City Council on the appeal shall be the final decision of the City.

SECTION 10. Enforcement. The City has the administrative authority to implement and enforce this chapter, including adoption of rules, regulations, policies and impose operating conditions in licenses issued. This provision shall not be construed to abrogate or limit the jurisdiction or authority of the Pendleton Police Department or any law and code enforcement agency.

SECTION 11. Violation.

- A. A violation of any provision of this Ordinance shall be punishable by fine not to exceed Five Hundred (\$500.00) Dollars.
- B. Separate Violations. A separate offense is committed each day that a violation of this Ordinance is permitted or permitted to continue.
- C. Individual and Corporate Enforcement. An individual person or other legal entity may act in violation of this ordinance. In the event that the party acting in violation of this ordinance is an entity, the entity shall be subject to fine or revocation of license. In such case where an entity is the offending party, a citation may be served upon the entity by serving an officer of the entity, or a person acting on behalf of or for the benefit of the entity at the time the citation is issued. A representative of the entity shall appear in court at the time indicated on the citation. The entity shall be named as the defendant on the citation. In the event that a representative fails to appear as required by the citation the city attorney may seek appropriate remedies for the failure to appear against the officers of the entity as allowed by law. For the application of this section, the term "entity" shall also include partnerships, limited liability companies or partnerships, associations, sole proprietorships and other similar forms of business entities.

SECTION 12. Repealer. Ordinance 3473 is hereby repealed upon the effective date of this ordinance.

SECTION 13. Effective Date. This Ordinance will become effective on the 20th day of April, 2022.
(Section 13, as amended by Ordinance No. 3991, passed October 4, 2022.)

PASSED and approved by the City Council April 19, 2022.

On-Demand Senior, Disabled, and Workforce Door-to-Door Rides

City of Hermiston
Request for Proposal

March 21, 2025



Claim of confidentiality

Uber's response to this solicitation includes data and information that is considered confidential and proprietary and shall not be disclosed outside the City of Hermiston and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate the products described herein as a potential solution.

Items in this Proposal are marked 'Confidential' for protection from release and disclosure under Oregon's Records; Public Reports and Meetings law, Section 192.501 respecting Public Records Conditionally Exempt from Disclosure section (2) that exempts 'Trade Secrets', and Section (5) that exempts 'business records of a private concern or enterprise' from disclosure unless the public interest requires disclosure in the particular instance.

Legal notice and terms of agreement

While we have responded to this RFP in good faith and to the best of our ability, Uber's responses and any content herein are not intended to be legally binding or form an agreement between Uber and the City of Hermiston.

If selected for award, Uber looks forward to incorporating our Dashboard Access Agreement and product addendum, which include terms tailored to Uber for Business' unique operating model, and finalizing mutually agreeable contract terms.

Cover Letter

Mark Morgan
Assistant City Manager
City of Hermiston
180 NE 2nd St.
Hermiston, OR 97838

Proposal Submission for On-Demand Senior, Disabled, and Workforce Door-to-Door Rides

Dear Mr. Morgan,

Uber Technologies, Inc. is pleased to submit our proposal for the City of Hermiston's On-Demand Ride Service Program. We appreciate the opportunity to present Uber Vouchers, a flexible and cost-effective solution that enhances accessibility, affordability, and efficiency for senior citizens, disabled individuals, and workforce riders.

Our approach streamlines transportation services by removing the need for direct ride coordination and administrative burden, ensuring that 100% of the City's \$415,000 budget goes directly toward providing rides. The Uber for Business platform offers real-time tracking, budget controls, and seamless administration, allowing Hermiston to maximize service availability while maintaining cost efficiency.

We look forward to the possibility of partnering with the City of Hermiston to deliver a modern, data-driven transportation solution that meets the needs of the community. Please feel free to reach out with any questions or for further clarifications.

We appreciate your time and consideration and look forward to your response.

Sincerely,

Rema Zadah
Senior Government Account Executive
Uber Technologies, Inc.
(703) 297-1021
rema.zadah@uber.com

Uber Vouchers

On-Demand Rides for Your Community



Instant ride access



Geofenced ride restrictions



24/7 availability



Cost-managed, real-time tracking



Scalable, tech-driven mobility

Executive Summary

The City of Hermiston is seeking a transportation provider to operate an on-demand ride service for seniors, disabled individuals, and workforce riders. The goal is to maintain affordability, reliability, and accessibility while working within a fixed budget. The City's existing program provides approximately 24,000 one-way rides per year and has historically operated through a ticket-based voucher system for seniors and disabled riders and a pre-paid punch-card system for workforce transportation. The new service must optimize cost control while ensuring continued mobility for eligible riders.

Uber for Business (Uber) offers the City of Hermiston a cost-effective, flexible, and scalable transportation solution that aligns with the City's goals with Uber Vouchers. Unlike traditional fleet-based models that require vehicle acquisition, staffing, maintenance, and dispatch coordination, Uber Vouchers allow the City to subsidize rides on the Uber platform without the overhead of managing a transportation system. This model eliminates fixed costs and ensures that every dollar spent directly benefits riders by providing subsidized transportation when and where they need it.

How Uber Vouchers Work

Uber Vouchers function as a pre-funded payment method that allows riders to request on-demand trips through the Uber app without the City having to operate or schedule a fleet. The City determines the subsidy amount, ride parameters, and geographic restrictions, ensuring that funds are allocated according to program priorities. Eligible riders receive vouchers via email, text, or a unique code, which they can apply when booking a trip. The voucher covers all or part of the fare, with any remaining balance paid by the rider.

Administrators can manage the program through a dedicated dashboard, providing full visibility into ride usage, spending, and program trends. The City can monitor ride frequency, adjust voucher distribution, and set limits on trip costs to maintain control over budget expenditures. Unlike traditional transportation services that require manual scheduling and dispatching, the Uber platform automatically matches riders with the nearest available driver, reducing wait times and optimizing service efficiency.

Meeting Hermiston's Needs

Uber Vouchers align with Hermiston's transportation objectives by providing a high-quality, scalable service that fits within the City's \$415,000 annual budget. The model eliminates the need for vehicle procurement, fuel costs, maintenance, and driver salaries, allowing the City to allocate its entire budget

toward direct transportation subsidies.

The on-demand nature of Uber rides ensures that seniors, disabled individuals, and workforce riders receive prompt, reliable service without the constraints of fixed routes or schedules. Because the City sets voucher policies, it can control costs by adjusting subsidy amounts, requiring small rider contributions, or limiting trip locations and times. The pay-per-use model prevents wasted funds, as unused vouchers do not incur costs.

Uber's existing safety, compliance, and customer service infrastructure supports the City's goals for a reliable transportation program. Drivers must pass background checks, maintain proper licensing and insurance, and comply with Uber's Community Guidelines. Riders have access to in-app GPS tracking, emergency assistance, and 24/7 support, ensuring that trips are safe and reliable.

The implementation process is fast and can be completed within two to three weeks, allowing Hermiston to launch the program quickly without delays related to fleet acquisition or staffing. Once the dashboard is active and City administrators are trained, vouchers can be distributed immediately, providing instant transportation benefits to eligible riders.

Conclusion

Uber Vouchers provides Hermiston with a modern, flexible, and cost-efficient transportation solution that eliminates the challenges of traditional fleet operations while maintaining control over costs, service parameters, and program accessibility. With real-time data insights, customizable voucher settings, and Uber's extensive network of drivers, the City can deliver reliable on-demand transportation while keeping the program financially sustainable. This approach not only meets Hermiston's immediate transportation needs but also offers long-term scalability and adaptability as demand and funding evolve.



Uber for Business

On-demand rides without the hassle

1. Service Plan

Proposed days of the week and hours of operation.

Uber for Business Vouchers provide on-demand transportation whenever needed, allowing the City of Hermiston to offer flexible ride options without setting fixed service hours. Riders can use vouchers at any time within the designated program rules.

The RFP notes that the previous service operated seven days a week, with hours reaching up to 18 hours per day before being reduced due to costs. With Uber Vouchers, the City can set usage parameters, such as restricting rides to specific hours or days, to align with budget limitations while still offering a high level of service.

The number of vehicles to be used during service hours, with a breakdown of vehicle types (standard, accessible).

Uber's platform operates on a demand-based system, meaning vehicle availability fluctuates based on rider requests rather than a fixed fleet size. Drivers using Uber in the Hermiston area provide transportation using standard vehicles, including:

- **UberX (Standard Sedans):** Suitable for most riders, offering everyday transportation.
- **UberXL (Larger Vehicles):** Provides extra space for groups or those needing more room.

While Uber WAV (Wheelchair Accessible Vehicles) is not available in Hermiston, we recognize the importance of ensuring accessible transportation for all riders. To support this, we propose the following solution:

- **Uber Vouchers for Flexible and Subsidized Rides** – The City of Hermiston can utilize Uber Vouchers to subsidize rides for eligible users, allowing seniors, disabled individuals, and workforce riders to request on-demand transportation through Uber's platform. This approach offers cost efficiency while giving riders the ability to book rides as needed.
- **Option for a Secondary WAV Provider** – For riders requiring wheelchair-accessible vehicles, the City of Hermiston has the flexibility to work with a separate provider that specializes in accessible

transportation. This allows the city to supplement Uber's offerings as needed, making sure that all residents have access to appropriate transportation options.

This structure allows Hermiston to take full advantage of Uber's reliable and efficient on-demand ride network while maintaining the flexibility to independently coordinate additional WAV services as needed.

Proposed staffing levels for both drivers and customer service representatives.

Drivers

Uber operates as a technology platform connecting riders with independent drivers rather than employing a fixed pool of drivers. The number of available drivers at any given time depends on demand in the Hermiston area. While the number of drivers available may be limited at program launch, we would expect this to grow overtime. Since drivers are independent contractors, Uber does not assign a set number of vehicles or drivers to a service area. However, riders will have access to available drivers in real time through the Uber app.

Customer Service Representatives

Uber provides 24/7 support for riders and administrators through multiple channels:

- In-app support: Riders can report issues directly through the Uber app.
- Phone support: Available for urgent concerns, including lost items or trip assistance.
- Business Support Team: Administrators managing the voucher program can contact Uber's dedicated Business Support Team via email or dashboard for billing, program settings, and ride usage inquiries.

While Uber does not provide on-site staffing, the platform's existing support infrastructure allows for efficient issue resolution without requiring additional administrative overhead for the City of Hermiston.

A staffing schedule that ensures appropriate coverage during service hours.

Uber's on-demand model does not require a fixed staffing schedule. Instead, drivers on the platform are independent contractors who choose when to be available based on personal schedules and local demand.

Because drivers are not scheduled in advance, availability fluctuates throughout the day. However, Uber's marketplace model helps align supply with demand by dynamically adjusting pricing during peak hours to encourage more drivers to be on the road when needed.

Ensuring Service Availability

- Budget Allocation for Key Time Periods – If Hermiston wants to manage costs, ride usage can be limited to certain hours or days to stretch the budget while maintaining efficient service.

Customer and Admin Support Availability

- Rider Support: Available 24/7 via the Uber app for real-time trip assistance.
- Administrator Support: Uber's Business Support Team is available during standard business hours for voucher program management.

While Uber does not provide scheduled driver shifts, its flexible model provides that rides are available as

demand dictates, without requiring preset service hours or dedicated vehicles.

A safety and training plan for drivers and staff, including how the proposer will ensure compliance with all relevant regulations.

Uber requires all drivers to complete a screening process before they can accept trips on the platform. This includes a motor vehicle record check to review driving history and a criminal background check conducted by a third-party provider, which searches state, national, and federal databases. Background screenings are repeated annually to maintain platform access, ensuring that drivers continue to meet eligibility standards. In markets with additional licensing requirements, such as New York City, Uber works with regulatory agencies like the Taxi and Limousine Commission (TLC) to comply with local laws.

While Uber drivers operate as independent contractors, they must follow platform standards and complete safety training before they can begin driving. All drivers agree to Uber's Community Guidelines, which set expectations for professional behavior, safe driving practices, and non-discrimination. Some states also require drivers to complete defensive driving courses to maintain access to the platform.

The Uber platform includes several built-in safety features to support both riders and drivers. RideCheck technology detects potential crashes or long stops and prompts a safety check-in. An in-app emergency button allows riders and drivers to contact emergency services with real-time location sharing. GPS tracking enables riders to share their trip progress with trusted contacts, and Uber's two-way ratings system allows both drivers and riders to provide feedback after every trip.

Drivers must maintain valid licenses, registration, and insurance, which Uber verifies before they can accept trips. Uber regularly monitors regulatory changes and updates platform policies to stay in compliance with transportation laws at the state and federal levels. A dedicated Law Enforcement Response Team works with local authorities to assist with investigations and compliance matters. Uber also provides 24/7 support to riders and drivers to address safety concerns, trip issues, or other incidents.



Flexible Pricing

A Program That Meets Your Needs

2. Budget and Cost Breakdown:

A detailed financial proposal showing how the service will be provided within the \$415,000 annual budget. This budget amount is all-inclusive of all projected rider fares, grant funding, and City subsidy.

Uber for Business Vouchers offers a flexible, cost-controlled approach that allows the City of Hermiston to provide on-demand transportation while staying within the established \$415,000 annual budget. Instead of funding a traditional fleet with fixed operating costs, Uber Vouchers only incur costs when rides are taken. This eliminates expenses related to vehicle ownership, maintenance, fuel, and staffing, maximizing the City's ability to provide subsidized rides efficiently.

With Vouchers, the City can allocate funds based on rider eligibility and demand. Program administrators can set specific parameters, including maximum ride values, geographic restrictions, and time-of-day usage. For example, the City may choose to cover a flat amount per ride, so that riders contribute a portion of the fare, or fully subsidize trips within a defined zone. This model allows for strategic budget distribution, ensuring the service remains available throughout the fiscal year without exceeding the cost ceiling.

By leveraging real-time data and usage reports, the City can monitor spending and adjust voucher distribution to optimize funding. Since Uber's platform does not require a minimum number of trips or a fixed service level agreement, the City retains full control over how and when funds are used, allowing for adjustments based on actual ridership trends. This means that the available budget supports the greatest number of eligible riders while maintaining cost-efficiency.

Pricing Models

Uber Vouchers offer several pricing models that allow Hermiston to control costs while maximizing transportation access:

1. Flat Subsidy per Ride Model

- The City covers a fixed amount per trip (e.g., \$9 for city rides, \$20 for inter-city workforce rides).
- Riders cover any amount exceeding the subsidy.
- Best for: Ensuring predictable City costs while allowing for market-based fare fluctuations.

2. Percentage-Based Subsidy Model

- The City covers a percentage of the fare (e.g., 75%), and the rider covers the rest.
- Provides cost flexibility but requires monitoring to ensure funds last all year.
- Best for: Distributing funds proportionally and encouraging cost-conscious rider behavior.

3. Zone-Based Pricing Model

- Voucher amounts vary based on ride zones (e.g., higher subsidies for longer commutes).
- Ensures riders in remote areas still receive assistance without overspending on short city trips.
- Best for: Workforce commuters who need longer-distance rides.

4. Fully Covered Rides

- The City fully subsidizes the cost of each trip, ensuring that eligible riders do not need to pay out-of-pocket expenses.
- Provides the most seamless and accessible transportation experience, particularly for seniors, disabled individuals, and low-income workforce riders.
- The City sets ride parameters, such as maximum fare limits, geographic restrictions, and trip purposes, to maintain budget control.
- Best for: Eliminating financial barriers to transportation while maintaining oversight through real-time data tracking and budget allocation.

Fee Schedule

Uber Vouchers use a pay-as-you-go model with centralized billing. There are no upfront costs to implement the Uber for Business Dashboard. Charges are only incurred for rides placed using the vouchers. Please note that support provided by Uber's government team, ongoing account management, and reporting is provided at no additional cost.

Products and Services	Cost to Hermiston
Trips placed using Uber Vouchers	Limited to per trip costs
Program implementation and trainings	Included at no extra charge
Dedicated ongoing account management	Included at no extra charge. Hourly personnel rates are not applicable.
On-call administrative support (email, chat, and phone)	Included at no extra charge
In-app rider support	Included at no extra charge
Optional use of the Uber app for riders	Included at no extra charge
Data collection and reporting	Included at no extra charge

Trip Costs

Rider prices are determined by a base fare plus time and distance rates by market. Prices also include a booking fee, which Uber retains, plus any applicable taxes, tolls, surcharges, and fees. In addition, Uber may make route-based pricing adjustments based on patterns in rider demand in order to provide increased balance to the Uber transportation marketplace.

Dynamic pricing

Uber also uses dynamic pricing as a mechanism to balance the marketplace. Dynamic pricing automatically goes into effect when there are more riders in a given area than available drivers. Uber maps every city into hyper-local zones with each hexagon being subject to surge based on its real-time driver availability and rider demand. Without dynamic pricing, when demand for riders exceeds the number of available drivers, riders would wait longer.

Upfront pricing

Trip coordinators are shown the cost of the ride they're scheduling at booking—known as an upfront price. Upfront pricing is based on the estimated time and distance of a trip and may vary based on real-world conditions such as traffic. The upfront price may change if a rider adds stops, updates their destination, or the route changes significantly. In such events, the rider's final price is re-calculated based on the actual time and distance of the trip.

The cost breakdown should include vehicle operation, fuel, staffing costs, insurance, maintenance, and any other relevant expenditures.

Uber Vouchers operate on a pay-per-use model, meaning there are no direct costs for vehicle operation, fuel, maintenance, insurance, or staffing typically associated with running a transportation fleet. Instead, the City of Hermiston would only incur costs when a rider redeems a voucher for a trip, allowing for maximum budget efficiency with no fixed operational expenses.

Here's how this structure impacts traditional cost categories:

- **Vehicle Operation & Fuel:** Uber drivers are independent contractors who provide and maintain their own vehicles, covering all fuel and operational costs. The City does not need to purchase or lease vehicles, significantly reducing overhead.
- **Staffing Costs:** Since Uber's platform is fully integrated, there is no need for additional City staff to handle scheduling, dispatch, or vehicle management. The City's administrative role is limited to managing the voucher program through an online dashboard, which simplifies program oversight.
- **Insurance:** All trips on the Uber platform are covered by Uber's commercial auto liability insurance, ensuring compliance with state and local regulations. This eliminates the need for the City to purchase separate coverage.
- **Maintenance & Repairs:** Vehicle maintenance and repair costs are the responsibility of the drivers using the platform, meaning the City is not required to allocate funds for upkeep.
- **Other Expenses:** The City can allocate a portion of its budget for contingency funds to account for fluctuations in ride demand or unexpected policy adjustments.

By shifting from the current program to an on-demand model, the City eliminates traditional fixed costs and can instead allocate 100% of its transportation budget directly toward rider trips, ensuring the

maximum number of eligible residents receive transportation assistance.

Any cost-saving measures or efficiencies that will be implemented to meet the budget.

Uber Vouchers allow the City of Hermiston to maximize its transportation budget by shifting from a traditional fleet-based system to an on-demand, pay-per-use model. This eliminates many of the fixed costs associated with operating a transportation service, such as vehicle acquisition, fuel, maintenance, and staffing, ensuring that every dollar spent goes directly toward rides for eligible residents.

To stay within the \$415,000 budget while maintaining service levels, the City can implement several cost-saving strategies:

- **1. Rider Contribution Adjustments:** Riders can be required to contribute a portion of each fare, reducing the City's per-trip subsidy. For example, setting a \$2 rider contribution for standard trips can extend program funds without significantly impacting affordability for users.
- **2. Trip Capping and Budget Controls:** The voucher program allows the City to set maximum subsidy amounts per trip, ensuring that longer or more expensive trips don't disproportionately consume program funds. Administrators can also adjust ride eligibility based on available budget so that funds are distributed evenly throughout the year.
- **3. Time-Based Subsidy Limits:** The City can restrict voucher use to specific hours of operation that align with peak demand. This helps prioritize funding for essential trips while avoiding excessive spending during lower-demand periods.
- **4. Geo-Fencing for Cost Control:** Vouchers can be configured to only cover rides within the designated service area (Hermiston, Umatilla, Stanfield, and Echo). By limiting unnecessary long-distance trips, the City can reduce per-trip costs and keep funding focused on local riders.
- **5. Data-Driven Adjustments:** Uber's reporting dashboard allows administrators to monitor ride usage and spending trends, making it easy to adjust voucher values or trip limits if costs begin exceeding projections. This proactive budget management ensures funds last for the full program duration without unexpected shortfalls.

By using these cost-control features, the City can stretch its transportation budget further, provide more rides, and avoid unexpected cost overruns while maintaining a high level of service for seniors, disabled individuals, and workforce riders.

Proof that the service can be financially viable without any other outside revenue, such as from general taxi rides.

Uber Vouchers operate on a pay-per-use model, meaning the City of Hermiston only incurs costs when rides are taken. There are no fixed expenses for vehicle ownership, maintenance, fuel, or staffing, which allows every dollar of the transportation budget to be allocated directly toward subsidizing rides. Since the program does not require outside revenue streams, its viability is based entirely on how the City structures voucher distribution, rider contributions, and subsidy amounts.

The \$415,000 budget is sufficient to support thousands of trips annually, with program costs entirely controlled by the City through adjustable ride limits, fare caps, and geographic restrictions. Data from Uber's reporting dashboard provides real-time insight into usage patterns, allowing for ongoing adjustments to keep spending within the allocated budget. Since Uber does not require a minimum number of trips or a fixed financial commitment, the program remains viable regardless of fluctuations in demand.

Unlike traditional taxi services that rely on general fares to remain operational, this model does not depend on outside revenue. The City can fully sustain the service within its existing budget, without needing supplemental funding from fares generated outside of the voucher program.

Additional Savings Through Uber's Cooperative Agreement

Please note that while we've completed the requested information, Uber would also like to propose the products, services, and discounts available through Uber's Equalis Group Master Agreement, which is hereby incorporated in our proposal by reference.

Although the City of Hermiston is not an existing Equalis Member, membership would make Uber's products immediately available to the city, either through this solicitation or independently. By leveraging this publicly procured, competitively solicited Master Agreement, the city benefits from bulk buying incentives and can streamline the contracting process.

This Master Agreement was awarded to Uber by the Cooperative Council of Governments (CCOG), an Equalis Group Lead Agency, through RFP #COG 2155 and is available to public agencies nationwide. CCOG's solicitation documents and the Master Agreement are publicly posted on the right side of Equalis Group's Uber's landing page, including the Original RFP, Proof of Publication, Uber's RFP Response, Bid Tabulation, Award Letter, and Master Agreement. Uber received the highest score out of the 10 proposals submitted.

The advantages of Uber responding to the city's immediate needs through the Equalis Group Master Agreement include:

- The ability to tailor solutions to the city's future transportation and meal delivery needs through a single already-procured cooperative contract vehicle;
- Lead Agency's highly competitive, national solicitation advertised in 10+ publications across the country, which garnered 10 responses from service providers;
- Access to Uber's entire offering of products and services available through the Master Agreement, including: transportation for social service programs, fleet augmentation, senior mobility, emergency response support, employee ground transportation, and meal services
- Lead Agency's solicitation and contracting process comports with procurement requirements defined in Uniform Guidance, enabling the city to spend federal funds through this contract award – Equalis Group has supporting documentation readily available for your review; and
- Ongoing procurement and contract documentation, support, and assistance from your dedicated Equalis Group Member Engagement team point of contact.

Uber for Business

Proven experience with voucher programs

3. Experience and Qualifications:

A description of the proposer's experience in providing similar services, including any past contracts for similar on-demand transportation programs.

Since launching, Uber has partnered with a range of public entities, including cities, counties, states, universities, and school districts seeking streamlined methods to address their mobility needs. We formalized a dedicated government team in 2020 following the award of an \$810 million governmentwide BPA agreement with the US General Services Administration. Since then, we've consolidated and formalized our public sector go-to-market efforts. Today, our government team strategically partners with federal clients as well as in the state, local, and education market to enable innovative mobility and delivery solutions for governments and their communities.

This includes extensive experience partnering with government agencies, municipalities, and organizations to provide on-demand transportation services using a voucher-based model. Cities, transit agencies, and workforce programs across the country have used Uber Vouchers to offer subsidized rides for seniors, disabled individuals, low-income workers, and other populations with transportation challenges.

For example, in Marin County, California, the Catch-a-Ride 2.0 program provides subsidized Uber rides for seniors and eligible residents, ensuring flexible and reliable mobility without the expense of a dedicated fleet. Similarly, in Innisfil, Ontario, the town replaced a traditional bus service with Uber-subsidized rides, offering residents affordable transportation to key locations while optimizing costs. In Los Angeles, the City Attorney's Office used Uber Vouchers to assist victims and witnesses in attending court proceedings without requiring a city-operated transportation service. Uber has also worked with counties and workforce development agencies to provide subsidized rides for employees in areas with limited public transportation options. These programs have helped connect workers to job sites, training programs, and transit hubs, reducing reliance on personal vehicles and expanding employment access.

Because Uber's model is designed to scale, it has been successfully implemented in both large metropolitan areas and smaller cities with varying budget sizes and service demands. These partnerships demonstrate how a digital, on-demand transportation program can replace traditional fleet-based systems while maintaining cost control and rider flexibility.

The following pages include a few selected case studies:

Marin Transit Catch-a-Ride 2.0 Program

Marin County, CA (2023 – Present)



Relevant elements

- Subsidized on-demand transportation for seniors
- Partnership with local transit agency
- Cost-effective alternative to traditional paratransit

Program Overview

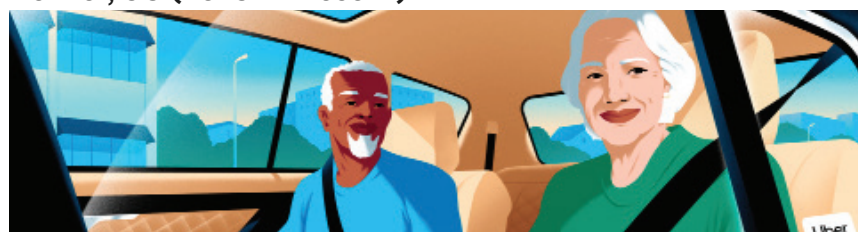
Marin Transit partnered with Uber to expand its Catch-a-Ride 2.0 program, offering discounted rides for eligible seniors who need reliable, flexible transportation. Instead of operating a costly dedicated fleet, the program subsidizes Uber rides, allowing participants to travel within designated service areas at reduced fares.

Added Value

By integrating Uber's platform into its transportation network, Marin Transit provides a cost-efficient, on-demand service that enhances mobility for seniors while optimizing transit resources.

Regional Transit District (RTD), Access On Demand Program

Denver, CO (2023 – Present)



Relevant elements

- Subsidized on-demand transportation using Uber Vouchers
- Complements existing transit operations
- Expanded mobility for eligible riders

Program Overview

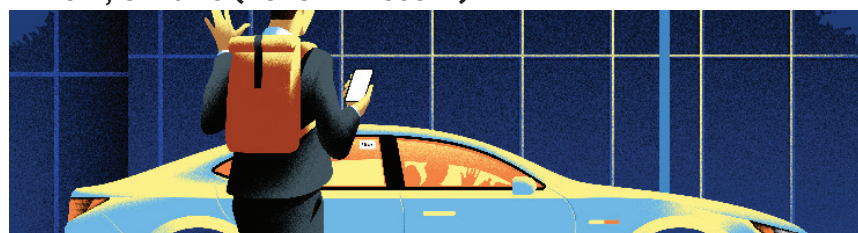
RTD launched the Access On Demand program to enhance paratransit accessibility. To address growing demand, RTD partners with Uber and other non-dedicated services to supplement its paratransit fleet. Eligible riders can take up to 60 one-way Uber trips per month, with RTD subsidizing the first \$25 of each ride. Riders cover any additional costs beyond the subsidy.

Added Value

By integrating on-demand transportation into its paratransit network, RTD provides greater flexibility, reduced wait times, and enhanced mobility for eligible riders.

Town of Innisfil Rideshare Transit Program

Innisfil, Ontario (2023 – Present)



Relevant elements

- Rideshare-based public transit model
- Replaced costly fixed-route bus service
- Dynamic, scalable transportation solution

Program Overview

The Town of Innisfil partnered with Uber to create Innisfil Transit, an innovative public transportation program that subsidizes Uber rides instead of operating a traditional bus system. Residents receive discounted rides to key destinations such as community centers, retail hubs, and transit stations, ensuring access to essential services.

Added Value

This partnership has enabled Innisfil to provide an efficient, flexible, and cost-effective transportation solution that adapts to rider demand while significantly reducing operational overhead.

Massachusetts Bay Transportation Authority (MBTA), The RIDE Flex Program
San Francisco, CA (2023 – Present)



Program Overview

The RIDE Flex is an on-demand service offered to eligible customers of the MBTA's paratransit service, providing an alternative way to schedule trips directly with Uber and other providers. For each on-demand trip, there is a base co-pay of \$3. The MBTA offers a subsidy of up to \$40 per trip, with the customer responsible for any additional costs exceeding \$43.

Relevant elements

- Established MBTA partnership
- Active Voucher program in Boston area
- Seamless paratransit integration

Added Value

RIDE Flex seamlessly integrates with MBTA's existing paratransit and transit network, providing a complementary mobility option that expands access for riders.

City of Miami, FL, Recidivism Commute Program
Miami, FL (2023 – Present)



Program Overview

The City of Miami's Department of Human Services provides Uber Vouchers to support individuals reentering the workforce as part of a recidivism reduction program. Participants receive reliable transportation for job interviews and commuting assistance once employed. Additionally, Uber Vouchers are distributed for community-based initiatives and events, ensuring equitable access to mobility resources.

Relevant elements

- Vouchers for improved mobility
- Dependable transportation for job seekers
- Flexible support for community programs

Added Value

The program's scalable voucher model allows the City to efficiently support both ongoing and ad hoc transportation needs, maximizing impact for participants and the broader community.

References from other clients or municipalities for which the proposer has provided similar services.

With respect to the confidentiality of our agreements and the administrative time of our partners, Uber for Business does not generally provide references. As an alternative, we've provided representative case studies for review. If needed, we can work to provide references upon award or during negotiations.

Uber has worked with multiple government agencies and municipalities to implement voucher-based transportation solutions. Below are examples of relevant partnerships that reflect similar service models to the City of Hermiston's needs:

- The New York City Department of Education partnered with Uber to provide transportation for families of summer school students who lacked reliable access to public transit. The program replaced a traditional bus system with on-demand rides, allowing parents to redeem pre-funded Uber trips at no cost.

- The Los Angeles City Attorney's Office implemented Uber Vouchers to assist victims and witnesses in attending court proceedings. This eliminated the need for the City to operate a dedicated transportation service while ensuring that eligible individuals had reliable rides when needed.
- Several cities have launched workforce transportation programs using Uber Vouchers to connect residents to job sites, training programs, and transit hubs. For example, Summit, New Jersey, initiated a pilot program that subsidized Uber rides to and from its transit station, aiming to reduce parking demand and improve job accessibility.

Uber has also partnered with workforce development agencies, county governments, and nonprofit organizations to support transportation initiatives for seniors, disabled individuals, and underserved populations.

An outline of the qualifications and experience of the key personnel involved in managing and operating the service.

Uber will assign Sr. Account Executive, Rema Zadah, as the primary point of contact for the City of Hermiston. Rema will provide ongoing support, including program implementation, issue resolution, reporting, and consultation for best practices to optimize the city's transport operations. She will work closely with city officials to evaluate performance, address challenges, and adapt the program based on rider and stakeholder feedback. Brief biographical statements are provided for our key team members below.



Rema Zadah
Sr. Account Executive

Role: Rema will serve as the primary point of contact for the City of Hermiston, overseeing day-to-day program management, regular reporting, and strategic optimizations. She will work closely with city officials to ensure seamless operations, leveraging Uber's technology and best practices. As a founding member of Uber's dedicated government team, Rema brings extensive experience in partnering with public agencies to address transportation challenges for diverse riderships.

Background: Since joining Uber in 2021, Rema has managed and optimized government mobility programs, helping agencies expand transportation access, improve efficiency, and maximize program impact. With 12+ years of experience in the public sector, she has worked closely with stakeholders to develop and implement transportation solutions that align with policy goals and community needs.

Education: JD, University of the District of Columbia, David A. Clarke School of Law; BA, Political Science - Economics, George Mason University

Years of Experience: 12



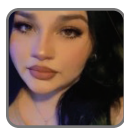
Tamica Goldsmith
Sr. Implementation Lead

Role: Tamica will serve as the Senior Implementation Lead, guiding the City of Hermiston through a seamless program rollout. She will oversee account setup, administrative access, employee launch communication, and training to ensure effective adoption. Tamica has extensive experience leading community-facing trainings and informational sessions, equipping diverse populations with the knowledge to navigate new mobility solutions. She will work closely with city officials and stakeholders to tailor implementation strategies that align with program goals and maximize impact.

Background: Since joining Uber in 2021, Tamica has led complex implementation plans for public sector programs, supporting governments in launching and scaling transportation initiatives. With 8+ years of experience in software and travel technology deployment, she specializes in streamlining onboarding, developing best practices, and facilitating hands-on training to drive successful program adoption.

Education: BS Coursework, University of Maryland Global Campus

Years of Experience: 8



Nora Cazarez
Premium Support Specialist

Role: Nora will serve as the Premium Support Specialist, acting as the dedicated support contact for the City of Hermiston's administrative staff. She will provide expert-level assistance on program operations, ensuring smooth execution by promptly addressing escalations, complex issues, and rider inquiries. Nora will maintain clear communication across multiple channels, keeping city officials informed while working behind the scenes for timely issue resolution.

Background: Since joining Uber in 2022, Nora has provided specialized support for Uber for Business's largest public sector and enterprise programs, helping administrators navigate platform tools, reporting, and troubleshooting. With extensive experience in customer service and account management, she excels in proactive problem-solving, process optimization, and stakeholder coordination to ensure a high-quality support experience.

Years of Experience: 12



Isabella Petr
Marketing Lead

Role: Isabella will serve as the Marketing Lead, overseeing strategic outreach and awareness efforts for the City of Hermiston's on-demand rideshare program. She will develop and implement multi-channel marketing strategies, ensuring broad community engagement and adoption. Isabella will work closely with city officials to provide a co-marketing toolkit, including social media templates, agency advertisements, press releases, and accessibility-optimized rider communications.

Background: With extensive experience in demand generation and government marketing, Isabella specializes in creating and optimizing outreach campaigns for public sector programs. She leads data-driven marketing initiatives that expand program reach, engage priority populations, and drive adoption through digital, print, and in-person community engagement efforts.

Education: BA, Marketing, Penn State University

Years of Experience: 9



Ashley Jacober
Head of Government

Role: Ashley is responsible for the overall quality and oversight of Uber's public sector partnerships. She will ensure Uber's staffing levels adequately meet evolving program needs and monitor Uber's internal QC processes and performance to sustain a high-achieving, dynamic program that achieves program goals. Ashley's built a framework for exceptional account management support and works strategically within Uber to deliver innovative solutions that meet the evolving needs of our public partnerships.

Background: With Uber for more than 8 years, Ashley formerly served as Uber for Business' Head of Account Management in the US and Canada. She's spent the past dozen years in client success and account management. Before Uber, Ashley was Director of Account Management at an advertising agency and led account management at start-ups.

Education: BS, Marketing, University of Nevada, Las Vegas;

Years of experience: 13

“

The collaboration with Uber has been exemplary in several ways. Our Uber representative has consistently provided immediate responses and effective solutions to any inquiries or issues we have encountered. Their dedication to customer service has been a cornerstone of our successful partnership.

— **Michael Roman, Community Partnership Manager**
City of Miami, Department of Human Services



4. Operational Plan:

An outline of how the service will be operated on a daily basis, including vehicle scheduling, dispatch protocols, and customer service procedures.

Uber Vouchers provide an on-demand transportation solution without the need for vehicle scheduling or dispatching. Instead of managing a fixed fleet, the City of Hermiston will issue vouchers to eligible riders, allowing them to request trips as needed through the Uber app. This eliminates the complexity of coordinating vehicles, routes, and driver availability while ensuring rides are available whenever demand arises.

Riders will receive a pre-loaded voucher that covers all or part of their fare, depending on the City's subsidy structure. When they need a trip, they simply open the Uber app, enter their destination, and apply the voucher at checkout. The Uber platform then connects them to the nearest available driver, using real-time matching to optimize wait times and trip efficiency. Since drivers operate independently, the system adapts dynamically to rider demand without requiring fixed service hours or vehicle assignments.

Customer support is available through multiple channels. Riders can access in-app help for trip-related issues, contact support via phone for urgent matters, or report concerns through Uber's customer service team. Administrators managing the voucher program can reach out to Uber's Business Support Team for assistance with billing, reporting, or account management. The City will have full visibility into ride usage through an online dashboard, where staff can track voucher redemption, adjust program settings, and monitor spending in real time.

How Uber Vouchers Work

Uber Vouchers provide the City of Hermiston with a flexible and efficient way to offer on-demand rides. By issuing ride credits directly to individuals, the city can ensure timely access to transportation without requiring cash, direct coordination with drivers, or reliance on city-owned vehicle fleets.

Setting up Uber Vouchers in the Uber for Business Dashboard is a quick and intuitive process. Administrators log into the dashboard, navigate to the "Vouchers" section, and click "Create Voucher". From there, they can customize ride parameters, including budget limits, geographic restrictions, validity periods, and approved pickup/drop-off locations. Once configured, vouchers can be distributed via email, SMS, or QR codes, allowing recipients to redeem them seamlessly through the Uber app. The dashboard also provides real-time tracking and detailed reporting, ensuring complete oversight of voucher usage and budget allocation.

New voucher

Guided tour

Voucher details

Voucher name

Senior Rides

Recipients will see this name in the app.

12/50

Number of vouchers

200

Each recipient can only accept the voucher once. You can always add more recipients later.

Voucher type

Rides

Amount off

Change

Rides per voucher

1 ride

Amount off per ride

\$20

\$30

\$45

\$55

\$75

Other

A blue rectangular voucher card with rounded corners. On the left side, it says "\$20 off" in large white font. Below that, the "Uber" logo is visible in white. On the right side, there is a stylized graphic of a car's front end in black and white.

Summary

Number of vouchers	200
Max. value per voucher	\$20
Max. total budget	\$4,000
Estimated spend	\$1,000 - \$2,400

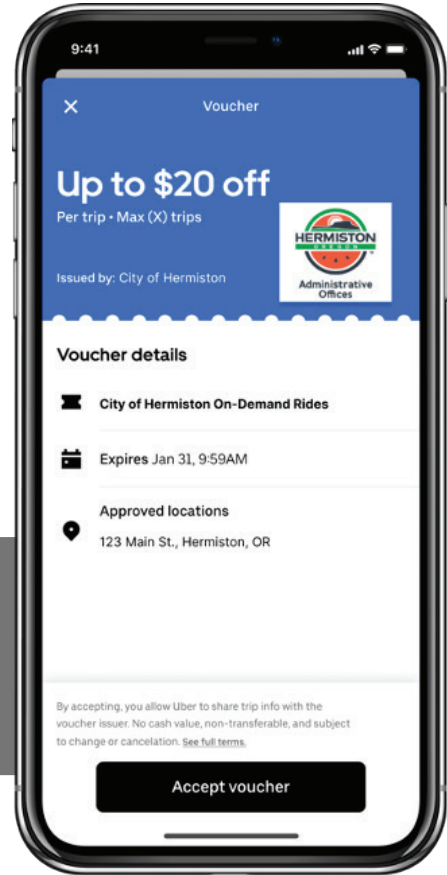
Pay as you go

1. Distribution of Vouchers

Uber Vouchers can be distributed instantly via multiple methods, making it easy for officials to provide transportation assistance to individuals:

- **SMS or Email:** Recipients receive a direct link to redeem their voucher.
- **QR Codes:** Printable QR codes can be issued for individuals without access to a mobile device.
- **Bulk Distribution:** Multiple vouchers can be sent out simultaneously to groups of individuals in need.

Vouchers get distributed to recipients who can easily redeem them in the Uber app. In this example, a campaign has been set up to provide citizens with \$20 rides within the Hermiston city limits.



2. Customizable Ride Parameters

Each Uber Voucher is highly customizable to align with the City of Hermiston's program needs. Officials can configure:

- **Geographic Restrictions:** Limit rides to specific areas, ensuring travel is only available within designated zones.
- **Time Constraints:** Define when the voucher is active, such as during typical working hours.
- **Trip Value Limits:** Set a maximum fare per ride to manage costs effectively.
- **Pickup & Drop-off Locations:** Control where rides can start and end to align with work locations or other program parameters.

3. Seamless Ride Redemption

For recipients, using an Uber Voucher is straightforward:

- Click the voucher link in their SMS or email or scan the provided QR code.
- Open the Uber app (or download it if not already installed).
- The voucher is automatically applied at checkout, covering the fare up to the predefined limit.
- The recipient selects their destination and confirms their ride.

There is no need for a recipient to handle payments, ensuring a seamless experience during stressful situations.

4. Real-time Tracking and Reporting

City of Hermiston officials gain complete oversight of voucher usage through a centralized dashboard:

- **Detailed Reporting:** Access insights into ride patterns, trip costs, and usage trends.
- **Fraud Prevention:** Ensure vouchers are used only for authorized trips by monitoring activity and setting restrictions.

5. Scalable and Reliable Rides

Uber Vouchers provide a scalable solution that can be adjusted based on Hermiston's transportation program needs. Whether supporting a small group of seniors and disabled riders or accommodating workforce transportation demands, Uber's existing driver network ensures availability without requiring the City to manage a dedicated fleet or additional operational resources.

By leveraging Uber Vouchers, the City of Hermiston can efficiently distribute transportation subsidies, reduce administrative complexity, and ensure eligible riders have reliable, on-demand access to essential destinations.

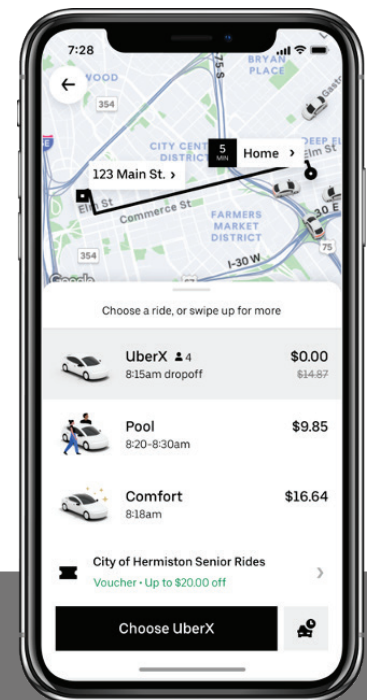
How the proposer will ensure timely responses to inclement weather or other unforeseen challenges, such as high demand for rides or equipment failure.

Uber's platform is designed to adapt to real-time conditions, allowing riders to access transportation without the constraints of a fixed fleet. In the event of inclement weather, high demand, or other unforeseen challenges, Uber's dynamic marketplace helps maintain ride availability by adjusting pricing to encourage more drivers to be on the road when demand increases. Since Uber does not rely on a set number of vehicles or a scheduled service, the system naturally shifts to accommodate changing conditions.

During extreme weather events, Uber sends notifications to drivers, advising them of hazardous conditions and providing safety recommendations. Riders may also receive alerts about delays or temporary service limitations based on road conditions in their area. If certain parts of the service region become inaccessible, Uber's app prevents ride requests to or from those locations until conditions improve.

For periods of high demand, such as holidays or peak commute hours, Uber's automated dispatch system prioritizes efficiency by matching riders to the nearest available driver, reducing wait times. The City can also control program spending during these times by setting voucher limits or usage restrictions for specific hours. Since Uber's platform does not depend on a single dispatch center or fleet, there is no risk of widespread service disruptions due to equipment failure or vehicle shortages. If an individual driver's vehicle is unavailable due to mechanical issues, another driver can immediately fulfill the trip request.

The flexibility of the system allows for uninterrupted service without the need for manual intervention from City staff.



Users simply request a pickup and the voucher is automatically applied when booking.



Ride with Confidence

Safety at every step

5. Safety and Compliance:

How the proposer will ensure that the service adheres to all applicable safety and compliance requirements, including maintaining clean and safe vehicles and following procedures for handling service animals, personal care attendants, and other specific rider needs.

Uber's platform operates within a structured framework of safety and compliance standards that align with local, state, and federal regulations. All drivers must pass background screenings before they can access the platform, which include a review of motor vehicle records and criminal history. These screenings are conducted before a driver's first trip and are repeated annually to maintain eligibility.

Vehicles on the Uber platform must meet specific requirements, including age limits and condition standards, and drivers are responsible for keeping their vehicles clean and well-maintained. Riders provide feedback after each trip, and if a vehicle does not meet expectations for cleanliness or safety, Uber may take action, including requiring re-inspection or removing the driver from the platform.

Uber's policies also ensure compliance with laws regarding service animals. Drivers are required to accept riders with service animals, regardless of personal preferences or allergies. If a driver refuses a trip due to a service animal, they may be removed from the platform. Personal care attendants accompanying riders are also allowed, and there are no additional fees for bringing an attendant along on a trip.

For riders with mobility needs, Uber offers features such as upfront pricing and estimated arrival times, allowing them to plan their trips with confidence. If wheelchair-accessible vehicles are not available in the Hermiston area, the City can explore partnerships with local providers to supplement Uber Vouchers for those requiring specialized transportation.

By leveraging technology, real-time trip monitoring, and rider feedback, Uber helps maintain safety and compliance across all trips, while providing cities with visibility into program usage and any reported service issues.

Other Rider Needs

Riders will use the widely adopted Uber app, available on iOS and Android, which serves over 171 million users globally and is consistently ranked the #1 travel app in Apple's US App Store. Designed for

accessibility and multilingual support, the app offers real-time translation in over 100 languages, enabling seamless communication between riders and drivers.


For riders who are blind or have low vision, the Uber app supports iOS VoiceOver, Android TalkBack, and wireless Braille displays, ensuring full usability. Similarly, for riders who are deaf or hard of hearing, audio is not required to navigate the app. Features such as visible and vibrating alerts and in-app texting enable non-verbal communication with drivers, making the experience fully accessible.

Call2Ride with Uber Vouchers

Uber's Call-2-Ride service offers an easy, phone-based alternative for booking rides, making Uber accessible to riders without a smartphone. By dialing 1-833-USE-UBER, riders can speak with a live agent to request a trip. Riders can book a trip without an existing Uber account. Support agents are available to create an account, add a payment method, and guide new users through the onboarding process. This includes helping riders understand how Uber works, how their voucher applies to rides, and how to ensure the voucher is used correctly.

Key features include:

- **Live agent support:** Available 7 days a week, 4 AM – 10 PM ET
- **Fast response times:** 80% of calls are answered within 60 seconds
- **No smartphone required:** Works with any SMS-capable mobile phone
- **No Uber account needed to start:** Support agents can create an account and add a payment method if the rider does not have one



Uber

No smartphone? No problem.
Call 1-833-USE-UBER for a live agent to help you request a ride without a smartphone.

Through our new service, you can request a ride without a smartphone or Uber account. A live agent will help you request a ride and add a payment method to your account.

Call 1-833-USE-UBER today to learn more about our new service and how to request a ride without a smartphone.

Call 1-833-USE-UBER

Expanding Access With Call2Ride: On-Demand Mobility for ADA Riders

The Pace Rideshare Access Program (RAP) leverages Uber's Call2Ride feature to provide a seamless, phone-based booking option for ADA paratransit riders across Pace's six-county region.

Through RAP, riders can request subsidized Uber trips via a live agent without needing a smartphone or Uber account. The program enhances accessibility and flexibility by offering vouchers that cover part of the trip cost, ensuring that riders with disabilities have reliable, on-demand transportation when they need it most.

More info is available [here](#).

Service Excellence

Consistent high-quality service



6. Quality Assurance Plan:

A plan for monitoring and maintaining high service standards, including how complaints and service issues will be addressed.

Uber maintains service quality through a combination of rider feedback, trip monitoring, and support channels that allow for quick resolution of complaints or service issues. Since Uber operates as an on-demand platform rather than a scheduled fleet, quality assurance is built into each ride rather than relying on periodic inspections or manual oversight by the City of Hermiston.

Every trip on the Uber platform is tracked in real-time using GPS, allowing both the rider and Uber's support team to monitor service in progress. After a ride is completed, riders can rate their experience and provide feedback on driver professionalism, vehicle condition, trip efficiency, and overall satisfaction. These ratings directly impact a driver's ability to continue using the platform. If a driver's rating drops below the minimum threshold, they may be required to complete additional training or may be removed from the platform entirely. This continuous review process ensures that low-quality service is quickly identified and addressed without requiring intervention from City staff.

Complaints and service issues can be reported through the Uber app, where riders can flag concerns such as missed pickups, unprofessional behavior, or vehicle condition. Uber's customer support team reviews these reports and takes appropriate action, which may include issuing fare adjustments, following up with the driver, or temporarily suspending their access to the platform while an investigation takes place. For program administrators managing Uber Vouchers, Uber's Business Support Team is available to assist with ride-related concerns, billing inquiries, and program adjustments.

Uber's account team can provide custom reports that aggregate rider ratings from users during business reviews, along with trends in support tickets. These sessions allow for discussions on feedback and the development of aligned mitigation strategies, if needed.



24/7 Support

Get the help you need, when you need it

7. Customer Service & Communications:

A description of the customer service system, including how riders will schedule trips, cancel rides, or communicate with the service provider.

Uber's customer service system is built into the platform, allowing riders to schedule trips, cancel rides, and communicate with their driver or support team directly through the Uber app. Unlike traditional transportation services that rely on call centers or dispatch offices, Uber's technology enables a seamless, self-service experience, reducing wait times and eliminating the need for riders to speak with an operator to arrange their trip.

Riders who have been issued Uber Vouchers by the City of Hermiston will open the Uber app, enter their destination, and apply their voucher as payment at checkout. The system automatically matches them with the nearest available driver, providing real-time updates on the estimated arrival time, driver details, and vehicle information. If a rider needs to cancel their trip, they can do so within the app before the driver arrives. Cancellation fees may apply if the driver is already en route, but voucher settings can be adjusted to include coverage for cancellations if the City chooses to do so.

As mentioned previously, riders who do not have access to a smartphone can also place rides through Call-2-Ride, an easy, phone-based alternative for booking rides with Uber.

For riders who need assistance, Uber offers multiple support options. The in-app help center allows users to report issues related to their trip, such as a missed pickup, an incorrect charge, or lost items. If a problem occurs, riders can submit a report directly within the app, where Uber's support team reviews the concern and responds accordingly. In urgent situations, riders can call Uber's support line to speak with a representative who can assist in real time.

Communication between riders and drivers is also built into the platform. Once a ride has been accepted, riders can call or message their driver through the app without sharing personal phone numbers. This allows for easy coordination at pickup points, especially in locations where finding the exact meeting spot may be difficult.

Administrators overseeing the voucher program will have access to an online dashboard where they can monitor ride activity, review complaints, and make program adjustments. If issues arise that require

intervention from Uber’s business support team, City staff will have a dedicated point of contact who can assist with account management, billing, or other administrative concerns.

How the proposer will handle complaints or issues raised by riders.

Uber handles rider complaints and service issues through an integrated support system that allows for quick resolution without requiring direct involvement from City staff. Since every trip on the platform is tracked and rated, Uber automatically collects feedback after each ride, enabling the identification of service concerns in real-time.

If a rider experiences an issue—such as a late pickup, an incorrect route, an unprofessional driver, or a vehicle that does not meet standards—they can report it directly through the Uber app. The app’s support center provides riders with specific complaint categories, allowing them to describe the issue and request a resolution. Uber’s customer support team reviews these reports, determines the appropriate response, and takes action as necessary. This may include issuing a fare adjustment, providing a refund, following up with the driver, or restricting a driver’s access to the platform if multiple complaints are received.

In cases where a rider needs immediate assistance, Uber’s 24/7 support team is available by phone. This allows riders to speak with a representative who can assist with trip-related issues in real time, such as a driver not arriving at the pickup location or a ride being unexpectedly canceled. For concerns related to lost items, Uber’s system enables direct communication between the rider and driver, allowing them to coordinate the return of lost belongings.

For complaints involving safety or serious policy violations, Uber’s safety team conducts investigations based on the details provided. If necessary, the driver’s access to the platform may be suspended while the issue is reviewed. Reports of discrimination, harassment, or refusal to transport a service animal are taken seriously and can result in permanent removal from the platform.

Rapid Deployment

Fast, seamless program launch

8. Timeline:

The proposer should outline a timeline for implementing and launching the program, including any necessary steps for acquiring vehicles, training staff, or developing customer outreach materials.

Since Uber Vouchers operates as a digital, on-demand service, the City of Hermiston will not need to acquire vehicles, hire drivers, or establish a dispatch system. Instead, the focus will be on setting up the voucher program, training administrators, and communicating with eligible riders. Based on Uber's experience with similar government programs, implementation typically takes four to six weeks from agreement execution to full launch, but can be expedited to launch as quickly as needed.

By leveraging our existing rideshare network, we can launch significantly faster than traditional microtransit providers, allowing the City to quickly deploy services. Our team provides hands-on guidance, tailored training, and ongoing support to ensure a successful program launch and sustained performance.

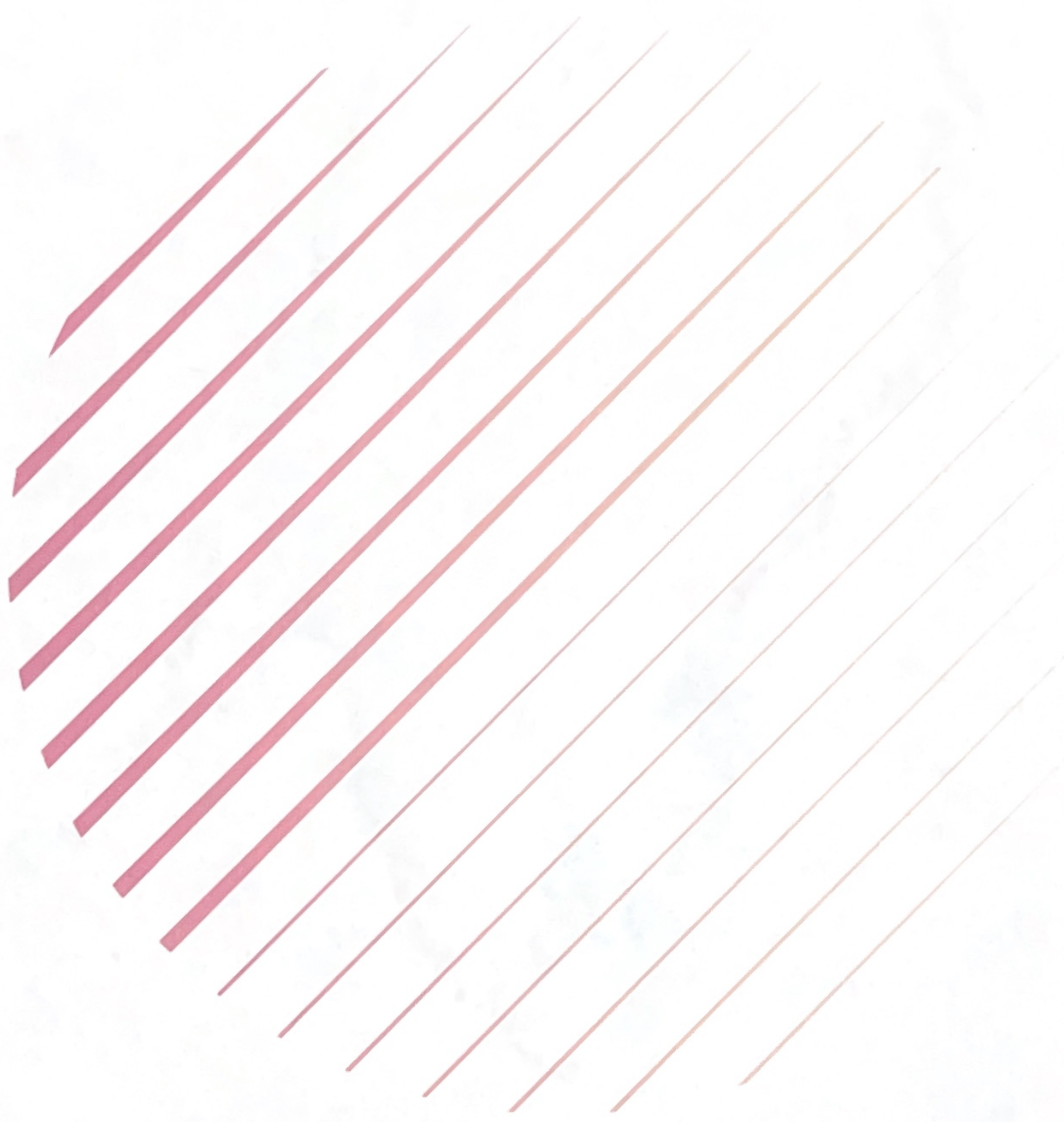
At a high-level, this includes:

- **Account setup:** Tamica will collaborate with City staff to configure the Voucher program, focusing on determining ride restrictions, geofencing, subsidies, and reporting to align with program goals.
- **Training:** Uber offers customized training sessions at no additional cost. We will coordinate admin training on using the dashboard, while working with the Cities to develop community education sessions to drive program awareness.
- **Marketing:** Isabella will work with City staff to implement a co-marketing strategy, including social media templates, agency advertisements, rider FAQs, and in-app notifications. This will support broad awareness and maximize program adoption among target populations.
- **Post-launch support:** Once the program is launched, administrators will have access to live support from a dedicated support agent to resolve any technical or account issues. Additionally, bi-weekly check-ins will be held for the first 3 months, followed by QBRs every 3 months for the full program.

Below is a sample timeline of what implementation, training, communications, and launch could look like. Uber will work with Hermiston to develop a final implementation plan based on program needs.

Tasks	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	QTR QBRs
Prelaunch							
Confirm account setup (dashboards, admins, & billing)	<div></div>						
City to provide GeoJSON of program boundaries	<div></div>						
Create programs and set restrictions	<div></div>						
Prep comm strategies and templates for review		<div></div>					
City to review & confirm comms & distribution strategy			<div></div>		<div>Program signup and voucher distribution</div>		
Launch							
Parties share announcement in all relevant comm channels					<div></div>		
Office hours held throughout next 2 weeks					<div></div>		
Community trainings and educational sessions					<div></div>		
Post-launch							
Post-launch check-in (bi-weekly for first 3 months)				<div>Ongoing account support</div>		<div></div>	
Review initial metrics, trips, and feedback						<div></div>	
Quarterly business review (every 3 months for full program)							...➡

WORC & Senior/Handicapped Taxi Ticket Program



**3/21/2025
RFP**

**Hermiston Taxi LLC
City of Hermiston**

INTRODUCTION

Hermiston Taxi is submitting an RFP proposal to manage & operate the City of Hermiston's On-Demand Ride Service Programs.

Hermiston Taxi will provide handicapped accessible and regular transit for seniors, disabled individuals, and WORC program participants. Our exceptional & compassionate service is reliable, with an emphasis on safety.

Service will be provided above requirements and expectations yet not to exceed the \$415,000 price cap per year.

Hermiston Taxi has provided WORC Program coverage for the City of Hermiston since 2017 and Senior/Handicapped Taxi program rides since 2015.

Service Parameters/Plan

WORC program service coverage includes Hermiston, Umatilla, Stanfield, and Echo

WORC program hours minimum hours: 5:30am – 10pm / 7 days per week

Participants are required to schedule in advance

Mandatory requirement to schedule the ride a minimum of 30 minutes prior to their scheduled shift start

Program riders will expect to ride with other program participants as necessary

Taxi Ticket program service hours: 7:30am-7:30pm M-F



EXAMPLE

Full Operating Hours, Company Work Schedule

Name	Vehicle	Monday	Tuesday	Wed	Thurs	Friday	Sat	Sun	Hours
Manager's, Dispatch & Maintenance									
Sarah English	Manager	5:30 am - 2 pm	5:30 am - 2 pm	OFF	5:30 am - 2 pm	8:00 am - 2 pm	OFF	OFF	31.00
Jolee Romanick	Assistant Manager	2 pm - Close	2 pm - Close	2 pm - Close	OFF	2 pm - 10:30 pm	5:30 am - 2 pm	5:30 am - 2 pm	42.50
Charlie McKim	Shift Supervisor	OFF	MED	5:30 am - 1:30 pm	2 pm - Close	Driver	2 pm - 10:30 pm	2 pm - Close	33.50
Kayla Littlefield	Shift Supervisor	OFF	OFF	OFF	OFF	5:30 am - 2 pm	OFF	OFF	8.00
Day Shift Drivers									
Dobra Homer	#09 - 2018 Dodge Caravan	6 am - 2 pm	6 am - 2 pm	6 am - 2 pm	6 am - 2 pm	6 am - 2 pm	OFF	OFF	37.50
Dani Gaehring	#10 - 2018 Dodge Caravan	7 am - 4 pm	7 am - 4 pm	OFF	OFF	OFF	7 am - 4 pm	7 am - 4 pm	34.00
Charlie McKim	#07 - 2016 Dodge Caravan	OFF	MED	Dispatch	Dispatch	7 am - 4 pm	Dispatch	Dispatch	8.50
Sabrina Baker	#10 - 2018 Dodge Caravan	OFF	OFF	6 am - 2 pm	7 am - 4 pm	OFF	OFF	OFF	16.00
Taryn Brower	#13 - 2011 Toyota Sienna	MED	6 am - 2 pm	7 am - 4 pm	OFF	OFF	6 am - 2 pm	6 am - 2 pm	23.50
Fabeen Saenz	#12 - 2010 Honda Odyssey	6 am - 2 pm	OFF	MED	6 am - 2 pm	MED	OFF	10 am - 6 pm	30.00
Levi Player	#12 - 2010 Honda Odyssey	OFF	Evening	Evening	MED	6 am - 2 pm	10 am - 6 pm	OFF	15.00
Evening Shift Drivers									
Levi Player	#12 - 2010 Honda Odyssey	OFF	2 pm - Close	2 pm - Close	MED	Day	Day	OFF	15.00
Heather Lancaster	#07 - 2016 Dodge Caravan	2 pm - Close	OFF	OFF	2 pm - Close	OFF	OFF	OFF	15.00
Christen Haines	#09 - 2018 Dodge Caravan	2 pm - 10 pm	2 pm - 10 pm	2 pm - 10 pm	2 pm - 10 pm	2 pm - 10 pm	OFF	OFF	37.50
Steven Locks	#13 - 2011 Toyota Sienna	OFF	OFF	OFF	OFF	3 pm - 12 am	3 pm - 12 am	2 pm - Close	24.50
164.50									

Notes: Please provide at least 1 week notice for time off requests.

Drivers will be notified of a MED transport/MED day at least 24 hours in advance, NO premium.

Time Starts when you leave the office

2pm - Close shift. Drivers and Dispatch will stay until last time call OR as long as calls are coming in (10pm-12am)

Until changes are necessary, this is a set weekly schedule.

VEHICLE FLEET

Number of vehicles to be staffed during program hours:

Day Shift
3 reg taxis
1 handicapped van

Night Shift
2 regular taxis
1 handicapped van

VEHICLES

Vans/sedans

Accessible vehicles

SERVICE AREA COVERAGE

WORC: Hermiston, Umatilla, Stanfield, Echo

Ticket program: Hermiston city limits

CURRENT VEHICLE LIST

#04	2012	Dodge Journey	VIN- 3C4JDDFG3CT298601
#07	2016	Dodge Caravan	VIN- 2C4RDGBG6GR218409
#08	2018	Chrysler T&C	VIN- 2C4RC1BG9GR238430
#09	2017	Dodge Caravan	VIN- 2C4RDGEG4HR750285
#10	2018	Dodge Caravan	VIN- 2C4RDGCGXJR324643
#12	2010	Honda Odyssey	VIN- 5FNRL3H63AB09750D
#13	2011	Toyota Sienna	VIN- 5TDYK3DC3BS046148
#15	2010	Dodge Caravan	VIN- 2D4RN3D17AR489634 (wheelchair)



BUDGETED AMOUNT

\$830,000.00

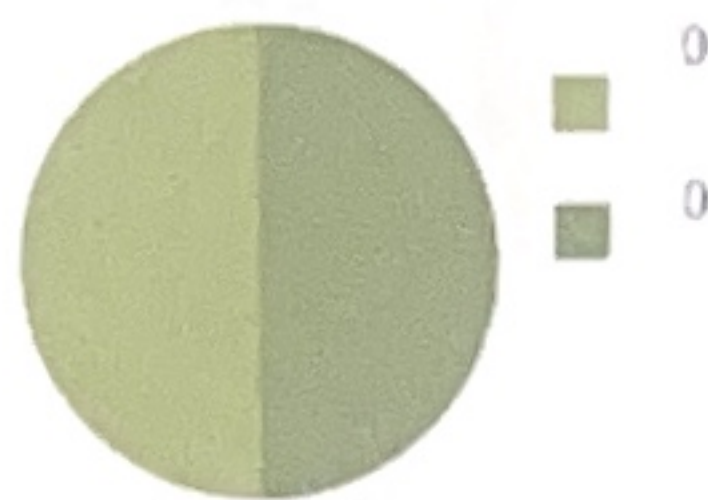
BUDGET VS. COSTS

TOTAL COSTS

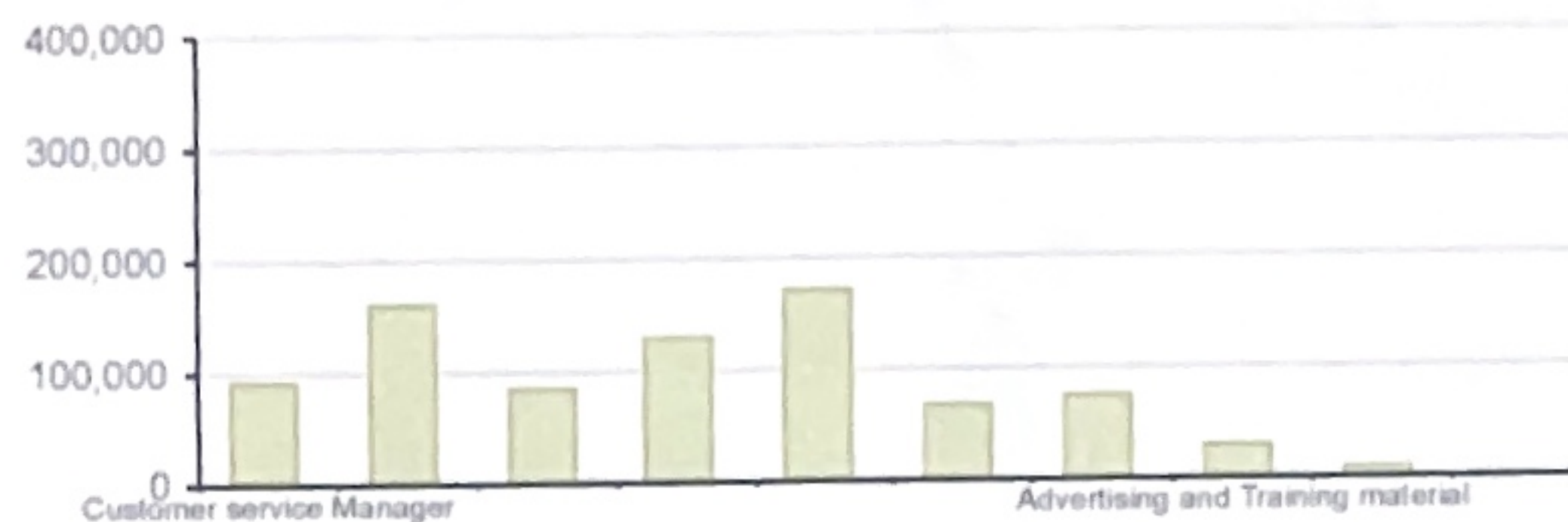
\$829,968.00

DIFFERENCE

\$32.00



PLANT EXPENSES



TYPE	Hard Cost	DESCRIPTION	QUANTITY	COST for full 24 month contract	TOTAL
Staffing	Customer service Manager	Mon-Fri 6 hour contract per weekday up to 8 on prime need (6 hours contract 2 Donated)	1	\$93,600.00	\$93,600.00
	Drivers	Mon-Fri 6 hour contract per weekday up to 8 on prime need (6 hours contract 2 Donated)	2	\$81,120.00	\$162,240.00
	Dispatcher	Mon-Fri 6 hour contract per weekday up to 8 on prime need (6 hours contract 2 Donated)	1	\$87,360.00	\$87,360.00
Fleet	Fuel 24 month average	Fuel for 4 available normal/ADA Vans and 2 Backup	24	\$5,412.00	\$129,888.00
	Repair, Maintance, effecincy equipment	Major repairs, oil and fluid changes, replace wear and tear, washing 24 prior Month Averages	24	\$7,232.00	\$173,568.00
	Insurance, Certifications, Inspections	All ADA and road safe inspections, insurances, fees for fleet Licences	24	\$2,874.00	\$68,976.00
Facility	Rent and Utilites	Facility rent, Power, Water, Sewer, Trash, Natral Gas, office supplies, internet, phones	24	\$3,134.00	\$75,216.00
	Advertising and Training material	All advertising, prints, media	24	\$1,243.00	\$29,832.00
	Community Engagement	Booth at Events Throughout contract	24	\$387.00	\$9,288.00
Donated hours	Donated Hours by Hermiston Taxi	Hours to cover case by case and emergancy program customers.	1040	\$0.00	\$0.00
Projected Totals					\$829,968.00

SAFETY & COMPLIANCE

- Sanitize vehicle checklist per shift
- Quality assurance plan
- Follow all rules & guidelines outlined in the City of Hermiston transportation program handbooks.
- Printed materials displayed in taxis
- Inclement weather notices in taxis and on website
- All taxi drivers licensed & approved by the City of Hermiston
- Drivers are background & drug tested
- OSHA compliant, ADA approved workspace

CUSTOMER SERVICE & COMMUNICATION

- Complaint form posted on business web page
- Dispatch calls recorded for quality assurance & training purposes

Hermiston Taxi LLC

680 W Harper Rd #5A, Hermiston, OR 97838
(541) 567-6055

Trip and Cleaning Checklist

Date of service: _____

Phone/Contact: _____
Driver: _____
Additional Staff _____

Pre Trip Exterior	Initials:
<input type="checkbox"/> Check Tires for pressure and damage	
<input type="checkbox"/> Check lights for damage	
<input type="checkbox"/> Check doors for operation	
<input type="checkbox"/> Check rear hatch for operation	
<input type="checkbox"/> Check windshield for cracks or breaks	
<input type="checkbox"/> Check wipers and fluid	
<input type="checkbox"/> Check all mirrors for operation	
<input type="checkbox"/> Check for gas cap	

Pre Trip Interior	Initials:
<input type="checkbox"/> Start Van to warm if needed	
<input type="checkbox"/> Check seats and function of belts	
<input type="checkbox"/> Check brake operation	
<input type="checkbox"/> Check turn signals, brake lights, headlights	
<input type="checkbox"/> Listen for any off sounds from motor	
<input type="checkbox"/> Check displays and chargers	
<input type="checkbox"/> Check fuel level	
<input type="checkbox"/> Note any issues at bottom	
<input type="checkbox"/> _____	

Pre Trip ADA Van Only	Initials:
<input type="checkbox"/> Check rear anchors for operation	
<input type="checkbox"/> Check front anchors for operation	
<input type="checkbox"/> Inspect all lap and shoulder straps	
<input type="checkbox"/> Inspect ramp for operation and damage	
<input type="checkbox"/> Inspect upper strap buckles	
<input type="checkbox"/> Insure floor inside van is in good condition	
<input type="checkbox"/> _____	

NOTES

Post Trip Interior/Exterior	Initials:
<input type="checkbox"/> Check fuel level	
<input type="checkbox"/> Check for any damage inside and out (Report immediately to dispatch)	
<input type="checkbox"/> Ensure all Wheel chair straps are in van and good condition	
<input type="checkbox"/> Check and restock cleaning supplies	
<input type="checkbox"/> Ensure van is parked in correct stall and straight	
<input type="checkbox"/> Gather any lost items and turn into dispatch	
<input type="checkbox"/> Gather tickets and paperwork and turn into dispatch	
<input type="checkbox"/> _____	

Pre Trip Personal Checklist	Initials:
<input type="checkbox"/> Phone Charged?	
<input type="checkbox"/> Use restroom	
<input type="checkbox"/> Clean clothes and grooming	
<input type="checkbox"/> All paperwork gathered or turned in	
<input type="checkbox"/> Water?	
<input type="checkbox"/> Do I feel well and able to complete a Shift?	
<input type="checkbox"/> _____	

Cleaning Checklist	Initials:
<input type="checkbox"/> Dust hard to reach areas (ledges, vents)	
<input type="checkbox"/> Wipe down handles and sanitize	
<input type="checkbox"/> Deodorize seats and fabric areas	
<input type="checkbox"/> Wash windows as needed	
<input type="checkbox"/> Sweep out ADA wheelchair areas	
<input type="checkbox"/> Clean dashboard and cupholders	
<input type="checkbox"/> Wipe down screens with soft cloth as needed	
<input type="checkbox"/> ALL TRASH OUT EVERY SHIFT	

Hermiston Taxi LLC
680 W Harper Rd #5A, Hermiston, OR 97838
(541) 567-6055

Location:

Phone/Contact:

Crew Members:

Date of service:

LOBBY	Initials:
<div><div><input type="checkbox"/> Clean countertops</div><div><input type="checkbox"/> Sweep/mop floor</div><div><input type="checkbox"/> Clean front entrance door inside and out</div><div><input type="checkbox"/> Dust décor, shelving, lamps, furniture</div><div><input type="checkbox"/> Empty trash baskets and replace liners</div><div><input type="checkbox"/> <div></div></div></div>	

KITCHEN	Initials:
<div><div><input type="checkbox"/> Clean countertops</div><div><input type="checkbox"/> Sweep//mop floor</div><div><input type="checkbox"/> Clean and disinfect sinks, faucets shined</div><div><input type="checkbox"/> Clean and shine appliances</div><div><input type="checkbox"/> Clean microwave inside and out</div><div><input type="checkbox"/> Clean coffee pot inside and out</div><div><input type="checkbox"/> Clean and wipe cabinets (outside)</div><div><input type="checkbox"/> Dust décor, shelving, lamps, furniture</div><div><input type="checkbox"/> Empty trash baskets and replace liners</div><div><input type="checkbox"/> <div></div></div></div>	

RESTROOMS	Initials:
<div><div><input type="checkbox"/> Clean and disinfect countertops</div><div><input type="checkbox"/> Sweep/vacuum/mop floor</div><div><input type="checkbox"/> Clean and disinfect sinks, faucets shined</div><div><input type="checkbox"/> Clean and disinfect toilets, urinals</div><div><input type="checkbox"/> Clean and disinfect stall partitions and walls</div><div><input type="checkbox"/> Clean and polish mirrors</div><div><input type="checkbox"/> Refill toilet paper, soap, and sanitary napkins</div><div><input type="checkbox"/> Empty trash baskets and replace liners</div><div><input type="checkbox"/> <div></div></div></div>	

OFFICES	Initials:
<div><div><input type="checkbox"/> Clean countertops</div><div><input type="checkbox"/> Sweep/mop floor</div><div><input type="checkbox"/> Water plants</div><div><input type="checkbox"/> Disinfect all telephones</div><div><input type="checkbox"/> Dust and clean office equipment and appliances</div><div><input type="checkbox"/> Dust décor, shelving, lamps, furniture</div><div><input type="checkbox"/> Clean and polish all mirrors and glass</div><div><input type="checkbox"/> Empty trash baskets and replace liners</div><div><input type="checkbox"/> <div></div></div></div>	

CONFERENCE ROOM	Initials:
<div><div><input type="checkbox"/> Clean countertops</div><div><input type="checkbox"/> Sweep/mop floor</div><div><input type="checkbox"/> Disinfect all light switches</div><div><input type="checkbox"/> Dust décor, shelving, lamps, furniture</div><div><input type="checkbox"/> Empty trash baskets and replace liners</div><div><input type="checkbox"/> <div></div></div></div>	

MONTHLY	Initials:
<div><div><input type="checkbox"/> Dust hard to reach areas (ledges, vents)</div><div><input type="checkbox"/> Dust baseboards</div><div><input type="checkbox"/> Vacuum/clean upholstered furniture</div><div><input type="checkbox"/> Clean inside and out of refrigerator</div><div><input type="checkbox"/> <div></div></div></div>	

OTHER	Initials:
<div><div><input type="checkbox"/> <div></div></div><div><input type="checkbox"/> <div></div></div><div><input type="checkbox"/> <div></div></div><div><input type="checkbox"/> <div></div></div><div><input type="checkbox"/> <div></div></div></div>	

NOTES

CLEANING CHECKLIST

Hermiston Taxi, LLC

Monthly Safety Meeting Topics

January -	W/C Van Use, Safety and Demonstration
February -	Defensive Driving
March -	Road Rage and Speeding
April -	Pre-Trip and Vehicle Inspections
May -	Loading Safety
June -	Distracted Driving
July -	Blind Spots and Bicycle Safety
August -	Safe Driving Distances
September -	Seatbelt Safety
October -	Work/School Zone Safety
November -	Safety in Bad Weather
December -	Customer Safety

Every third Wednesday of the month company employees will meet for an hour to discuss safety meeting topics, protocols, route optimization, customer service tips and driver feedback.

Hermiston Taxi is obligated to prioritize work vehicle and roadway safety and effectively communicate this commitment to all employees throughout the organization. This commitment should be reflected through the allocation of time and budgetary resources dedicated to enhancing safety measures.

We will conduct a comprehensive risk assessment to identify potential hazards associated with drivers, vehicles, and roadways. This assessment should identify specific risks and determine appropriate strategies to mitigate or eliminate those hazards. Additionally, employers should familiarize themselves with local, state, and federal regulations that govern their workplace.

Based on the risk assessment and review of applicable laws, employers should develop, disseminate, maintain, review, and update written policies and procedures that address the following key areas:

- ****Driver Training:**** Comprehensive initial and ongoing training programs tailored to the specific vehicles and responsibilities of employees.
- ****Vehicle Maintenance:**** Organizational and operator-focused maintenance procedures to ensure the safe operation of vehicles.
- ****Safe Vehicle Operations:**** Emphasis on safe driving practices, including speed control, defensive driving techniques, and seat belt usage.
- ****Distracted, Drowsy, and Impaired Driving:**** Policies and procedures to prevent and address these hazardous behaviors.
- ****Accident Reporting Procedures:**** Clear and comprehensive procedures for reporting accidents and incidents.
- ****Mechanical Failure Procedures:**** Procedures for identifying and addressing mechanical failures to prevent accidents.

We have used a driver training program that aligns with the specific requirements of the vehicles they operate. Adherence to this training schedule serves as a strong indicator of the effectiveness of safety measures in preventing work-related vehicle crashes. Periodic refresher training is essential to maintain employee vigilance and adherence to safe driving principles.

In certain circumstances, specialized training may be necessary to address specific risks. This could include extended training for combination vehicles, hazardous materials handling, or reasonable suspicion training for supervisors. Depending on the nature of the freight, the type of vehicle, or the individual's job role, additional training may be mandated by the Federal Motor Carrier Safety Administration (FMCSA).

We will ensure that all employees possess the appropriate licenses for the vehicles they are expected to operate. Implementing a system to track driver

license expiration dates is crucial to prevent company drivers from operating vehicles with expired licenses.

A comprehensive preventative maintenance program, including scheduled checks and services, is essential for maintaining the safety and operational condition of work vehicles. Adherence to this maintenance schedule serves as a strong indicator in preventing work-related vehicle accidents.

Mandatory seat belt use policies should be enforced to prevent workplace driving-related injuries and fatalities. Adherence to these policies significantly reduces the risk of such accidents.

We will thoroughly review our operational procedures to identify and address any potential distractions that may contribute to distracted driving. Systems and procedures for dispatching and rerouting vehicles, for instance, can pose cognitive, visual, and manual distractions that may directly lead to vehicle collisions.

We will ensure that workloads and work schedules allow employees to drive safely and comply with applicable hours-of-service regulations. A system should be in place to provide employees with timely information about road construction, closures, hazardous road conditions, and any other potential road hazards.

When purchasing, renting, or leasing company vehicles, we will prioritize vehicles with high safety ratings based on crash testing. Additionally, these vehicles should be equipped with essential safety features such as lane departure warning systems, collision warning systems, rear-facing cameras, and adaptive cruise control.

Working on implementing an in-vehicle monitoring system (IVMS) to mitigate the risk of accidents. These systems are designed to enhance driver performance by identifying potentially hazardous driving behaviors for self-correction and as a tool for supervisors to provide coaching and identify fleet-wide issues. A National Institute for Occupational Safety and Health (NIOSH) study demonstrated that an IVMS equipped with in-vehicle driver feedback and supplemental supervisory coaching utilizing driver- and outward-facing video resulted in a substantial reduction in overall risky driving behaviors and a decrease in unbelted driving compared to a control group of drivers.

If an IVMS is to be implemented, it is crucial to communicate the rationale behind its introduction and provide clear instructions on its functionality to employees.

Have established a comprehensive crash investigation process. All crashes, regardless of severity, should be promptly reported to the employee's supervisor following an incident. The crash review process should thoroughly analyze the incident to identify its root causes and determine appropriate measures to prevent its recurrence. The review should also assess whether any modifications to policies or practices are necessary to prevent future crashes. By comprehending the underlying causes of crashes, employers can effectively reduce the likelihood of their recurrence.

****Drivers****

Drivers employed in various industries exhibit diverse work patterns. Some dedicate nearly 100% of their work hours to road travel, while others occasionally utilize their privately owned vehicles (POVs) for business purposes and are compensated for mileage and associated expenses.

Regardless of the duration of their vehicle usage for work, drivers play a pivotal role in ensuring the safety of work vehicles. Their extensive experience in their respective roles often provides them with valuable insights into potential hazards. Consequently, they stand to gain significantly from the success of a comprehensive vehicle safety program and bear the brunt of its failures. Therefore, it is imperative that drivers actively participate in the development, maintenance, review, and revision of written driving and work vehicle policies and procedures.

Drivers are obligated to consistently wear seatbelts during all work-related trips, irrespective of the distance traveled. Additionally, they must prioritize safe vehicle operation and refrain from engaging in any form of distraction, drowsiness, or impairment while driving. This includes refraining from using cell phones while operating the vehicle. If cell phone communication is necessary during the workday for work or personal purposes, drivers should pull over to a safe and well-lit area to complete the call or text message before resuming their route. It is crucial to emphasize that the road shoulder is not an appropriate location for such stops. Highway shoulders pose significant risks to both pedestrians and motorists, resulting in numerous fatalities annually due to accidents involving emergency situations, tire changes, tow truck hookups, and interactions with law enforcement officers.

Drivers are responsible for conducting pre- and post-trip vehicle inspections. Prior to each trip, it is essential to thoroughly inspect the following critical areas:

- ****Brakes and brake systems****
- ****Tires, including air pressure****
- ****Wheels, fasteners, and hubs****
- ****Lights and signals****
- ****Steering functions****
- ****Fuel and exhaust system****
- ****Fluid levels****
- ****Windows and mirrors for unobstructed views****
- ****Emergency equipment and safety devices****
- ****Cargo securement, if applicable****
- **Flatbed Trailer Fall Protection Systems (if applicable)****

All vehicle deficiencies discovered must be documented, and defective vehicles must be promptly repaired before being returned to service.

The Surface Transportation Assistance Act safeguards drivers' rights to enforce truck safety by prohibiting companies from disciplining, discharging, or discriminating against employees who make vehicle safety complaints related to violations of commercial motor vehicle safety regulations, standards, or orders, or who refuse to operate an unsafe vehicle. Refusal must be based on a "reasonable apprehension" that operating the vehicle would present a genuine safety hazard to the driver and/or members of the public.

"Reasonable apprehension," as interpreted by the Department of Labor (DOL) and the courts, entails that a reasonable individual in the same circumstances would reach the same conclusion that the unsafe condition poses a substantial risk of accident, injury, or serious impairment to health. If it later transpires that the vehicle was not actually unsafe, the employee remains protected if their belief is deemed reasonable based on the objective facts and evidence available to them at the time they formed their belief. Additionally, the employee must provide the company with an opportunity to rectify the issue.

Drivers must exercise heightened vigilance while traversing work zones. On average, over 700 fatalities occur annually in work zones. Large vehicles possess limited maneuverability and substantial blind spots, rendering their operation in these areas particularly challenging. Notably, large trucks are disproportionately involved in work zone accidents. Drivers should consistently maintain their visual focus on the road, but this is especially crucial in work zones. Drivers should be cognizant of all signage approaching and throughout work zones that can convey reduced speeds, lane changes, and other pertinent information. For further guidance, please refer to OSHA's website on Highway Work Zones, Signs, Signals, and Barricades.

Drivers operating vehicles without a clear rearview mirror must exercise caution to avoid colliding with individuals or objects while backing up. Numerous incidents have resulted in employee fatalities due to backovers. Data from the U.S. Bureau of Labor Statistics (<https://data.bls.gov/cgi-bin/dbdown/ch>) reveals that from 2019 to 2022, approximately 250 individuals lost their lives in backover-related accidents. For further information on preventing these incidents, refer to OSHA's comprehensive guide on Preventing Backovers.



CITY OF UMATILLA

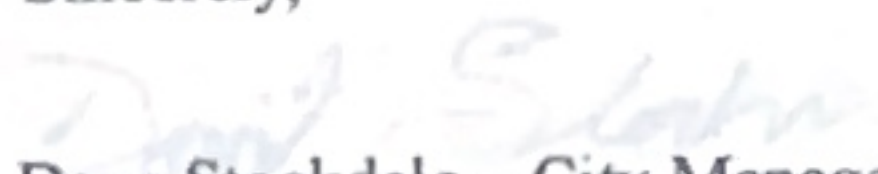
700 6th Street or PO Box 130
Umatilla, OR 97882
City Hall (541) 922-3226
Fax (541) 922-5758

March 20, 2025

As the City Manager of Umatilla, I am writing to express strong support for Hermiston Taxi and the invaluable services they provide to our region. Their commitment to offering accessible, reliable transportation—particularly through their senior and disabled taxi ticket subsidy program—has made a significant difference in the lives of many Umatilla residents. By ensuring that some of our most vulnerable populations have access to safe and affordable transportation, Hermiston Taxi plays a crucial role in enhancing mobility, independence, and overall quality of life within our community.

In addition to their transportation services, Hermiston Taxi's efforts in supporting and coordinating other safety-oriented initiatives are highly valued by the City of Umatilla. Their willingness to collaborate with local jurisdictions and service providers demonstrates a true dedication to community well-being. We greatly appreciate their continued partnership and are confident that their ongoing work will remain a vital asset to the residents of Umatilla and the broader region.

Sincerely,


Dave Stockdale – City Manager, City of Umatilla
david@umatilla-city.org

3/17/2025

Community Health & Outreach
Good Shepherd Health Care System
610 NW 11th St. Hermiston, OR 97838

To whom it may concern,

I highly endorse Hermiston Taxi Transportation Services to anyone requiring transportation services within our area of NE Oregon. They provide prompt, professional, safe, and reliable transportation to patients at Good Shepherd Health Care System and to community members across our area.

Good Shepherd Community Health & Outreach has been working with Hermiston Taxi since 2015. They have been a pleasure to work with on coordinating both sedan and wheelchair transportation.

Please let me know if I can provide any additional information.

Sincerely,
Community Health & Outreach
Good Shepherd Health Care System
541-667-3509, healthinfo@gshealth.org



GORDON TRUCK CENTERS DEALER FAMILY

March 12, 2025

Re: Hermiston Taxi

To Whom it may concern,

It is my pleasure to recommend the services of Hermiston Taxi.

We have used Hermiston Taxi for our transportation needs for several years. We provide transportation to and from motels for truck drivers while we are repairing their vehicles and rely on Hermiston Taxi for that service. They are very punctual, coordinated, and have the resources to go above and beyond to help us serve our customers.

I'm more than happy to recommend the services of Hermiston Taxi. If you have any questions, please feel free to contact me.

Sincerely,

Erin Speelman
Service Manager
Freightliner NW
29265 Freedom Ln.
Hermiston, OR. 97838
541-567-5677



Where Life is Sweet

Mayor and Members of the City Council
STAFF REPORT
 For the Meeting of April 14, 2025

Title/Subject

Resolution 2365 – Airport RPZ Property Purchase Offer

Summary and Background

This resolution will authorize the City Manager to make an offer of \$2,100,000 to purchase 140.06 acres of agricultural land which includes a portion of the airport's Runway Protection Zone (RPZ). The resolution will also authorize further negotiation.

Pursuant to approval of this authorization, a final purchase authorization will be brought back for City Council approval. Currently it is anticipated that this will come back to City Council at it's May 12, 2025 meeting.

This purchase has been in process, with city consulting representatives coordinating with the property owners since at least 2017. The FAA has been actively funding various environmental and design reviews since that time, and has funding included in it's current year budget to pay for 90% of the real market value of the purchase.

The figure of \$2,100,000 has been established through a thorough appraisal process, and verified by an independent third party appraisal review. Therefore, the FAA is prepared to cover \$1,890,000 of the purchase price. Any additional purchase costs which may arise through negotiation would have to come 100% from the City of Hermiston itself.

Tie-In to Council Goals

CITY FACILITIES: PUBLIC FACILITIES THAT MEET THE COMMUNITY NEEDS OF TODAY AND THE FUTURE

Fiscal Information

The FAA is slated to cover 90% of the property purchase (\$1.89M). The Oregon Department of Aviation is slated to cover \$150,000 of the property purchase.

Consulting fees by the end of this process will have totaled approximately \$400,000; with FAA paying \$360,000 of that. Which will bring the City's total out of pocket cost to approximately \$100,000.

It is intended that this property will be simply leased back out as farm land, and will generate revenue back to the airport. Based on preliminary market data, it is anticipated that the City will earn back it's local out of pocket portion of the investment within 3-5 years.

Alternatives and Recommendation

Alternatives

1. Approve resolution 2365
2. Reject resolution 2365

Recommended Action/Motion

Motion to approve Resolution 2365

Submitted By:

Mark Morgan

RESOLUTION NO. 2365**A RESOLUTION AUTHORIZING THE CITY MANAGER TO PRESENT AN OFFER TO PURCHASE LAND ADJACENT TO THE HERMISTON MUNICIPAL AIRPORT AND TO NEGOTIATE ON BEHALF OF THE CITY**

WHEREAS, ORS 271 authorizes the City of Hermiston (“City”) to enter into financial agreements for the purpose of acquiring real or personal property; and

WHEREAS, the City operates the Hermiston Municipal Airport and as part of the airport operations has developed the need to acquire additional land to be included as a Runway Protection Zone (“RPZ”) on the east side of the airport; and

WHEREAS, since 2017, the City’s consulting representatives have been coordinating with the owners of a parcel of 140.06 acres of agricultural land (the “Property”) that is adjacent to the airport, which includes a portion of land that could be used for the RPZ; and

WHEREAS, the FAA has actively funded various environmental and design reviews since that time, and has funding included in its current year budget to pay for 90% of the real market value of the purchase; and

WHEREAS, the property has been professionally appraised, with the appraisal summary and appraisal review documents attached herein, with a real market value being determined; and

WHEREAS, City Staff propose that the City Council authorize the City Manager to present an offer to the owners of the property and to perform any negotiations necessary to purchase the 140.06 acres for the RPZ and to return to the City Council with any finalized purchase agreement.

NOW, THEREFORE, THE CITY OF HERMISTON RESOLVES AS FOLLOWS:

1. That the City Manager is hereby authorized, on behalf of the City, to present an offer to purchase the 140.06 acres as described in the attached appraisal summary document and to perform all necessary acts and negotiations to come to a proposed agreement to purchase the subject property, with any agreement to purchase the subject property to be brought to the City Council for final approval.
2. That this resolution is effective immediately upon its passage.

PASSED by the Common Council this 14th day of April 2025.

SIGNED by the Mayor this 14th day of April 2025.

Doug Primmer, MAYOR

ATTEST:

Lilly Alarcon-Strong, CMC, CITY RECORDER

- REAL PROPERTY CONSULTANTS -**SUMMARY OF SALIENT FACTS AND CONCLUSIONS**

RIGHTS APPRAISED: Fee Simple Interest

SUBJECT PROPERTY: 140.06 acres of irrigated farmland, southeast corner of Ott Road and Highland Road, Hermiston, Umatilla County, Oregon.

OWNER OF RECORD: J&M Walchli Land LLC, 79937 South Edwards Road, Hermiston, Oregon 97838-7943.

SIZE OF SUBJECT: Land: 140.06 Acres, with irrigation improvements.

LEGAL DESCRIPTION: Map 4N2918-00 Tax Lot 500

ZONING: EFU-40, Umatilla County.

DATE OF VALUATION: March 10, 2025

DATE OF REPORT: March 17 2025

FINAL VALUE ESTIMATE: **\$ 2,100,000**

Mr. Tracy May
 Project Manager
 Precision Approach Engineering
 5125 SW Hout St,
 Corvallis, OR 97333
 TMay@preappinc.com
 #(541) 754-0043

Sam V. Romanaggi, MAI
Romanaggi Valuation Services LLC
 187 Bailey Drive
 Roseburg, OR 97471
 Telephone 503 860 8189
 Email sromanaggi@gmail.com

March 24, 2025

Re: Appraisal Review – 140.06 acres Walchli Farmland Property, Hermiston, Oregon

Dear Ms. May:

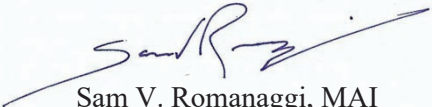
In accordance with your request, I have performed an Appraisal Review of the above referenced property. This Appraisal Review is of the 140.06 acres of land located in Hermiston, Oregon. We understand that our review will be used to assist in the expansion of Runway 23 at the Hermiston Municipal Airport.

Our valuation was prepared in conformance with the Uniform Standards of Professional Appraisal Practice ("USPAP") of The Appraisal Foundation, the Uniform Appraisal Standards of Federal Land Acquisitions (UASFLA), and the FAA Advisory Circular. Our final report has been written in conformance with the requirements of the Code of Ethics and Standards of Professional Practice of the Appraisal Institute. Neither our name nor the material submitted may be included in any prospectus, or used in offerings or representations in connection with the sale of real estate, sale of securities, or sale of participation interests to the public.

Based on my review of the appraisal report, questions and responses, I approve, the appraisal report that concludes an opinion of Market Value of the subject property as of March 10, 2025, in the amount of \$2,100,000.

The following report contains a study and analysis of data and other material upon which our value conclusions have been predicated.

Sincerely,



Sam V. Romanaggi, MAI
Romanaggi Valuation Services LLC
 187 Bailey Drive,
 Roseburg, OR 97471
 Phone: (503) 860-8189



Where Life is Sweet

Mayor and Members of the City Council
STAFF REPORT
 For the Meeting of April 14, 2025

Title/Subject

Adoption of 2025 Council Goal Setting Report.

Summary and Background

Attached is the report from a 1.5-day retreat held January 23-24, 2025, to review the Council's goals, discuss current community projects and issues, and provide City staff with direction regarding the Council's priorities for the coming years. This session is the eleventh such retreat. For the tenth time, the City contracted with SSW Consulting, a professional strategic planning and facilitation firm to prepare and guide us through our discussion.

In advance of the retreat, SSW conducted outreach with the Council and staff to discuss community challenges, opportunities, and priorities on the horizon.

Tie-In to Council Goals

N/A

Fiscal Information

N/A

Alternatives and Recommendation

Alternatives

1. Adopt Report as presented.
2. Direct Staff to edit report and bring it back.

Recommended Action/Motion

Motion to adopt 2025 Council Goal Setting Report as presented.

Submitted By:

Byron D. Smith

CITY OF HERMISTON



2025 CITY COUNCIL GOALS + ACTION PLAN





Table of Contents

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Introduction

The City of Hermiston is pleased to present a summary of its January 2025 Council Retreat.

On January 23-24, 2025, the City Council and leadership team met to gain a deeper understanding of the current community and organizational landscape. The goal was to refine strategic goals that would guide the organization over the next year.

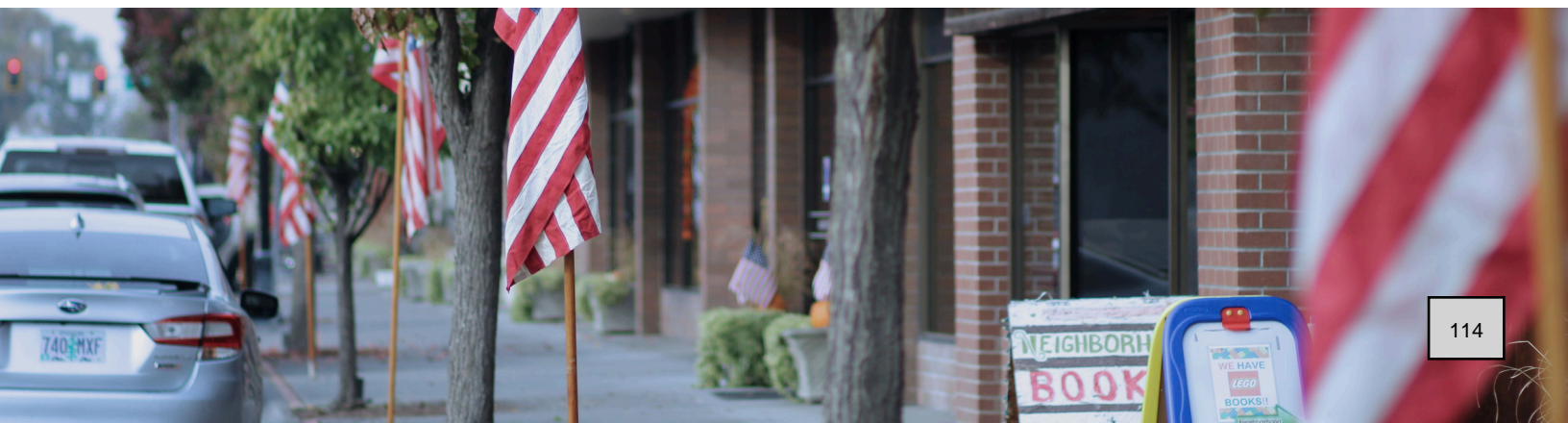
To facilitate this process, the City engaged SSW Consulting, a professional facilitation and strategic planning firm. The retreat aimed to achieve the following:

- Facilitate a team-building experience that fosters a strong and cohesive team among Council and staff
- Review the roles of policymakers and administration in the Council-Manager form of government and discuss expectations/agreements that will strengthen the partnership between staff and Council to advance the goals
- Review the Council's past goals and the community vision, highlight successes we can build on and challenges we can learn from
- Build a shared understanding of the current community/organizational context and the progress status of the Council's current goals to inform the goal refinement
- Develop a refined set of goals for 2025-2026 with clear, measurable outcomes to guide the Council and organization

Before the retreat, SSW Consulting conducted individual outreach interviews with members of City Council, as well as a leadership team survey. This information helped shape the retreat agenda to ensure a productive and engaging experience.

During the retreat, staff and Council members worked to refine last year's goals, considering progress made and emerging priorities. They collaborated to assess the community and organizational context and develop clear and measurable goals.

The City appreciates the engagement and participation of the Council and staff. The team looks forward to working together to advance these goals, aligning them with the community's vision.



Hermiston Team

City Council

Doug Primmer, Mayor
Jackie Linton, Councilor, Ward 1
Roy Barron, Councilor, Ward 2
Jackie Myers, Councilor, Ward 3
David McCarthy, Councilor, Ward 4
Jeff Kelso, Councilor At Large
Maria Duron, Councilor At Large
Josh Roberts, Councilor At Large
Allen Hayward, Councilor At Large

City Team

Byron Smith, City Manager
Mark Morgan, Assistant City Manager
Richard Tovey, City Attorney
Lilly Alarcon-Strong, City Recorder
Al Davis, EOTEC General Manager
Ignacio Palacios, Finance Director
Nate Rivera, Hermiston Energy Services General Manager
Crystal Inners, HR Specialist
Jordan Standley, IT Director
Mark Rose, Library Director
Jillian Viles, Municipal Court Administrator
Brandon Artz, Parks & Recreation Director
Clint Spencer, Planning Director
Jason Edminston, Police Chief



Hermiston 2040 Vision, Values, + Goals

Building on the Hermiston 2040 Vision and Action Plan, adopted in 2022, the 2025 Council goals are strategically aligned with its vision statements, goal areas, and guiding values. The 2040 plan, a product of broad community and organizational engagement, provides a 20-year framework for strategic decision-making and resource allocation, addressing current and future community needs.



VALUES: WHAT GUIDES US

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

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

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

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

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

Community Vision + Past Goal Discussion

Progress, Challenges, + Reflections

The retreat began with a strategic review of the Hermiston 2040 plan and vision. By reflecting on the past year's successes, challenges, and accomplishments, the team established a clear understanding of the organization's current state. This foundation ensured that subsequent goal-setting would be responsive to community and organizational needs, supporting sustainable growth and the delivery of quality city services. These insights enabled the team to develop realistic yet aspirational Council goals, strategically aligning resources for a high-performing organization.

What has contributed to our success?

- Communication w/ Council + staff
- Great staff - low turnover - consistent
- Perseverance - We keep moving forward
- Seek out grants + rev ops
- Forward-thinking
- Relationships
- Open to the public
- Stable + focused Council + leadership
- Infrastructure-focused + long-term planning
- Positive attitude

COMMUNITY VISION + PAST GOAL DISCUSSION (CONTINUED)

What has challenged us?

- Funding
- Unfunded mandates + regulations
- Vocal minority
- Spread of misinformation
- Lack of reliable journalism sources

2024 Accomplishments

What is the update on Hermiston Aquatic and Wellness Center?

- The City met with developers + have been considering different services
- Next: We are going out for public input on services and potential locations
- Late spring the task force will take information and feedback back to the City for further action
- One of the sites we are evaluating is considering merging the new with the old-- do we merge with the existing pool? We won't be able to operate 2 locations.
 - Could the current location be sold to a private entity? Be made into a skate park? Or removed and added back into the parks system?

- Fiscally combining aquatics with fitness is the best option. It may compete with local fitness facilities, but that is a decision to consider down the road based on recommendations from Council.

Updating internal financial policies.

- Working on potential changes with the fresh eyes of Ignacio. Looking at a 5-year projection down the road.
- What was driving this being a goal?
 - It was the issue of having to come to Council for more funding.

Partnership + Communication

Politics + Administration

Given the significant shift in leadership with the recent election of new Councilors and a Mayor, establishing clear roles and expectations was a key priority for this year's retreat. On Day 1, the team engaged in a discussion about the unique responsibilities of Council policy and staff administration. Using the provided graphic as a framework, they collaboratively defined their expectations for each group, aiming to build stronger partnerships and ensure effective governance during this transition.

Expectations of Council:

- Make decisions, even when it's uncomfortable; be consistent
- Ask questions, be prepared
- Act as one body
- Partnership with staff
- Follow communication protocols
- Listen to the public
- Be informed
- Honest Feedback
- Be supportive of the team!
- Operate in an ethical manner
- Respect differences + backgrounds
- Communicate the needs
- Be positive

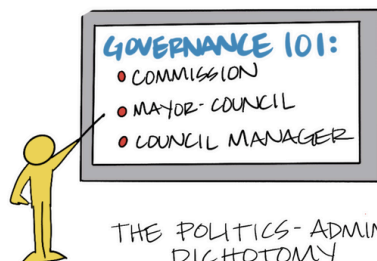
Expectations of Staff:

- Provide professional/technical expertise; be prepared + informed, accurate information
- Neutral advice; be honest + realistic
- High-performing organization; do a lot with a little
- Partnership with Council
- Operate in an ethical manner
- Transparency; fiscally prudent
- Professional, trustworthy, + welcoming
- Work as one team
- Be fair + equitable
- Be realistic
- Communicate the needs
- Be positive

PARTNERSHIP + COMMUNICATION (CONTINUED)

POLITICS + ADMINISTRATION

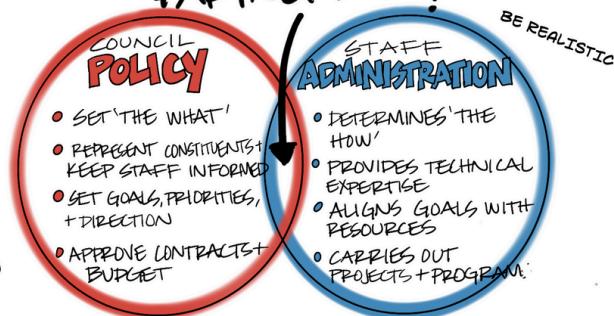
● HOW THE ROLES EVOLVED



THE POLITICS- ADMINISTRATION
DICHOTOMY

THE THEORY THAT CONSTRUCTS THE
BOUNDARIES OF PUBLIC ADMINISTRATION
+ ASSERTS THE NORMATIVE RELATIONSHIPS
BETWEEN ELECTED OFFICIALS + ADMINISTRATORS
IN A DEMOCRATIC SOCIETY

PARTNERSHIP!



EXPECTATIONS:

- COMMUNICATE THE NEEDS
- BE POSITIVE

- MAKE DECISIONS
 - EVEN WHEN ITS UNCOMFORTABLE
 - BE CONFIDENT
- ASK QUESTIONS
 - BE PREPARED
- ACT AS ONE BODY
- PARTNERSHIP WITH STAFF
- FOLLOW COMMUNICATION PROTOCOLS
- LISTEN TO THE PUBLIC
- BE INFORMED
- HONEST FEEDBACK
- BE SUPPORTIVE OF THE TEAM!
- OPERATE IN AN ETHICAL MANNER
- RESPECT DIFFERENCES + BACKGROUNDS
- PROVIDE PROFESSIONAL/ TECHNICAL EXPERTISE
 - BE PREPARED + INFORMED
 - ACCURATE INFORMATION
- NEUTRAL ADVICE
 - BE HONEST + REALISTIC
- HIGH- PERFORMING ORGANIZATION
 - DO A LOT WITH A LITTLE
- PARTNERSHIP WITH COUNCIL
- OPERATE IN AN ETHICAL MANNER
- TRANSPARENCY
 - FISCALLY PRUDENT
- PROFESSIONAL, TRUSTWORTHY + WELCOMING
- WORK AS ONE TEAM
- BE FAIR + EQUITABLE

PARTNERSHIP + COMMUNICATION (CONTINUED)

How We Communicate

Council and staff also participated in a communication styles exercise designed to build better understanding and collaboration. Participants explored four broad communication styles: Outspoken + Direct, Quiet + Reserved, Thoughtful + Analytical, and Friendly + Unassuming.

The group discussed the characteristics of each style, how individuals with different styles can effectively interact, common misunderstandings associated with each style, and direct messages each style group wanted to convey to the others. The goal of the exercise was to improve communication and ensure that intentions are clearly understood by considering the various communication preferences within the council and staff.

OUTSPOKEN + DIRECT

What are some of the characteristics of your group's communications style?

- No wandering about our thoughts
- Direct

How could others who have different communications styles deal more effectively with you?

- Get to the point - tell us what you really think

In what ways is your communications style sometimes misunderstood by others?

- Rude
- Condescending
- Loud
- Abrupt
- Obnoxious
- Mean
- No patience

What would you like to tell the other communications styles about your style?

- Get to the point - tell us what you really think

• Jackie L, Jackie H. David, Doug + Lilly

QUIET + RESERVED

What are some of the characteristics of your group's communications style?

- Indirect - no small talk/ purpose
- Written over verbal communication

How could others who have different communications styles deal more effectively with you?

- Give us information upfront
- Work towards compromise

In what ways is your communications style sometimes misunderstood by others?

- Not viewed as social
- Uncomfortable
- Ineffective

What would you like to tell the other communications styles about your style?

- Not always saying what we are thinking
- We are filtered
- We are thoughtful

• Clint, Jordan, Maria

What are some of the characteristics of your group's communications style?

- Time
- 2 ears + 1 mouth
- Questions + research

How could others who have different communications styles deal more effectively with you?

- We need time to process
- Don't expect an immediate response
- Don't beat a dead horse

In what ways is your communications style sometimes misunderstood by others?

- No opinion
- Not engaged
- Indecisive
- Not understanding
- Knit-picky

What would you like to tell the other communications styles about your style?

- Benefits of time
- Better decisions are made with more time to process

• Bryon, Allen, Mark, Mark, Jason, Roy, Jillian, Jeff, Ignacio

What are some of the characteristics of your group's communications style?

- Positivity + end on a positive note
- Humor
- Listen 1st
- Agreeable + passive
- Human connection
- Empathetic
- Adverse to conflict

How could others who have different communications styles deal more effectively with you?

- Soft start to conversations

In what ways is your communications style sometimes misunderstood by others?

- Don't mistake friendliness for weakness

What would you like to tell the other communications styles about your style?

- Positivity + end on a positive note
- Humor
- Listen 1st
- Agreeable + passive
- Human connection
- Empathetic
- Adverse to conflict

• Rich, John, Crystal, Brandon, Nate, Josh, Al

THOUGHTFUL + ANALYTICAL

FRIENDLY + UNASSUMING

Goal Refinement Process

Hermiston City Council and staff meet annually to refine the Council goals, providing policy direction for the next year. These goals serve as a foundation for the City's budget and department work plans, ensuring alignment of resources and staff capacity.

During the retreat, the team collaboratively reviewed the 2024 goals and supporting actions. Drawing on insights from the past year of progress and their context mapping exercise, the team worked in small groups to update the refinement-needed actions. These updates reflected the work accomplished in 2024 and incorporated opportunities for the next year.

Following the small group discussions, the team reconvened to map out the refined and new goals and actions.



2025

Goal 1: Growing + Prosperous

Hermiston is cultivating a vibrant community with a thriving economy, assortment of housing opportunities, high-quality education, and support services to preserve the small-town feel.

ACTION	PROJECT LEAD	TIMELINE
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ECONOMIC DEVELOPMENT: EXPAND, STRENGTHEN, AND DIVERSIFY THE LOCAL ECONOMY

1.1 Examine the expansion of the Urban Growth Boundary (UGB) for commercial and industrial lands	Planning/City Manager's Office	2 years
1.2 Evaluate retail business mix and pursue areas of need	Planning/City Manager's Office	2 years

TRANSPORTATION: IMPROVE MOBILITY AND TRANSPORTATION

1.3 Complete Transportation System Plan Update (will include sidewalks)	Planning/City Manager's Office	1-2 years
1.4 Prioritize sidewalk installation supporting student/pedestrian travel	City Manager's Office	1 year
1.5 Evaluate personal transportation options	City Manager's Office	1 year
1.6 Implement the grant for safe streets for all	Planning/City Manager's Office	1-2 years

HOUSING: INCREASE SENIOR, WORKFORCE, AND AFFORDABLE HOUSING, MARKET RATE RENTALS, AND PREVENT PEOPLE FROM BECOMING UNHOUSED

1.7 Attract market-rate rental housing developments to increase middle housing inventory	Planning/City Manager's Office	1-2 years
1.8 Study incentive options for market-rate rental housing	Planning/City Manager's Office	1-2 years
1.9 Continue to fund infrastructure improvements to support new housing and enhance livability	Planning/City Manager's Office	Ongoing

2025

Goal 2: Safe + Healthy

Hermiston ensures a healthy and safe environment for all through abundant recreation and wellness opportunities, high-quality health care, collaboration with community partners, and a healthy and attractive built environment.

ACTION	PROJECT LEAD	TIMELINE
WELLNESS: A HEALTHY COMMUNITY		
2.1 Complete the feasibility analysis of the HAWC + determine next steps with partnerships and securing land	Parks and Recreation/City Manager's Office	1 year
PUBLIC SAFETY: IMPROVE TRAFFIC SAFETY AND ALIGN PUBLIC SAFETY RESOURCES WITH COMMUNITY NEEDS		
2.2 Complete street light study	Planning/City Manager's Office	1-2 years
2.3 Evaluate + address security of parks + trails	Parks and Recreation/City Manager's Office	1-2 years
2.4 Evaluate and possibly implement red light photo enforcements along Hwy 395	Police/City Attorney	1 year

2025

Goal 3: Sustainable

Hermiston responsibly plans and invests in community infrastructure and the built environment to support the critical needs of daily life and sustainable growth for the future.

ACTION	PROJECT LEAD	TIMELINE
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CITY FACILITIES: PUBLIC FACILITIES THAT MEET THE COMMUNITY NEEDS OF TODAY AND THE FUTURE

3.1 Conduct public engagement to identify use scenarios, evaluate all options, and finalize plan for Carnegie Building	City Manager's Office	1 -2 years
3.2 Complete Public Library renovation	City Manager/Library	1 -2 years
3.3 Finalize water allocation for EOTEC	City Manager/EOTEC	1-2 years
3.4 Reinitiate broadband infrastructure discussion	City Manager's Office	1 year
3.5 Complete public safety center renovation	City Manager/Police	2 years

FISCAL: MAINTAIN SERVICE LEVELS, STRENGTHEN INTERNAL OPERATIONS TO SUPPORT SUSTAINABILITY, ACCOUNTABILITY, AND TRANSPARENCY

3.6 Evaluate use of Community TRT + harkenrider contribution	City Manager/Finance	1 year
3.7 Develop five-year financial plan to support sustainable staffing and operations	City Manager/Finance	1-2 years
3.8 Evaluate new digital records management/ retention	City Manager's Office	1-2 years

2025

Goal 4: Connected + Engaged

Hermiston provides opportunities for strong social connections, celebrates diversity, and honors our historic and cultural heritage to foster a welcoming and inclusive community for all.

ACTION	PROJECT LEAD	TIMELINE
COMMUNITY ENGAGEMENT: IMPROVE ENGAGEMENT AND CONNECTION WITH THE COMMUNITY		
4.1 Explore expansion of engagement with education partners to develop and implement youth engagement plan to increase understanding of and involvement with City	City Manager's Office	1 -2 years
4.2 Develop a communication and engagement plan identifying goals and metrics	City Manager's Office	1 year
GOOD GOVERNANCE: EVALUATE CORE GOVERNING DOCUMENTS AND PROCESSES		
4.3 Conduct charter review	City Manager's Office	1 year
4.4 Re-examine Council Committees, Boards + Advisory group structure	City Manager's Office	1 year

Implementation + Progress Reporting

The Council and staff have developed the following process to support accountability and transparency in the implementation of the goals and actions.

City staff will present quarterly updates to City Council on the goals and actions. These updates will include any progress to advance the goals, reporting on success measures, challenges to be addressed, and areas needing clarification and/or further direction from Council. Additionally, staff will highlight any goals and actions in relevant staff report. Staff will continue to provide real-time updates to Council on relevant projects and include any pertinent developments in weekly updates to Council.

The team will revisit the goals annually to assess progress, refine existing goals as needed, and develop new goals to reflect community and organization priorities.



Team Agreement

The Hermiston City Council is committed to...

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

The Hermiston City Staff is committed to...

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

CITY OF HERMISTON

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Where Life is Sweet

Mayor and Members of the City Council
STAFF REPORT
For the Meeting of April 14, 2025

Title/Subject

Discussion of potential adult business regulations

Summary and Background

The city council directed staff to gather information regarding potential regulation of adult businesses at the February 24 regular council meeting. The regulatory environment for this type of business is not standardized statewide. In addition to research by planning and legal staff, we are also utilizing outside counsel to provide advice and additional case law research. Information for discussion will be provided at this meeting but additional information from outside counsel will be forthcoming at a later date.

Tie-In to Council Goals

N/A. Research is taking place by motion of the city council.

Fiscal Information

N/A. Preparing regulatory ordinances will require additional staff time and legal assistance.

Alternatives and Recommendation

Alternatives

This presentation is for background only. No alternatives are presented at this time.

Recommended Action/Motion

No motion is proposed. The city council may choose to discuss and request further action from staff for a future meeting.

Submitted By:

Clinton Spencer, Planning Director

City	Population	Regulate	Distance Requirement	Outright Use	Conditional Use	Business Licence	Time Restriction	Manner Restriction	Notes
John Day	1,617	No		Yes		No			Code is silent
Stanfield	2,249	No		Yes		Yes			Code is silent
Independence	10,056	No		Yes		Yes			Code establishes lists of prohibited rather than permitted uses
Lincoln City	10,103	No		Yes		No			Code is silent
Baker City	10,104	No		Yes		Yes			Code is silent
Newport	10,263	No		Yes		Yes			Code is silent
Fairview	10,473	No		Yes		Yes			Code is silent
Molalla	10,489	No		Yes		Yes			Code is silent
Cottage Grove	10,879	No		Yes		Yes			Code is silent
Silverton	10,882	No		Yes		Yes			Code is silent
Prineville	11,466	No		Yes		Yes			Code is silent
La Grande	12,818	No		Yes		No			All businesses must obtain a free business permit
Sandy	12,933	No		Yes		Yes			Code is silent
Cornelius	14,490	No		Yes		Yes			Code is silent
Troutdale	15,790	No		Yes		Yes			Code is silent
Pendleton	16,996	No		Yes		Yes			Also considering regulating
Dallas	17,924	No		Yes		No			Code is silent
Canby	19,114	No		Yes		Yes			Code is silent
Lebanon	19,936	No		Yes		No			Code is silent
Newberg	26,249	No		Yes		Yes			Code is silent
Wilsonville	27,048	No		Yes		Yes			Code is silent
Happy Valley	27,637	No		Yes		Yes			Code is silent
Tualatin	27,753	No		Yes		Yes			Code is silent
Woodburn	29,455	No		Yes		Yes			Code is silent
Forest Grove	29,916	No		Yes		Yes			Code is silent
Grants Pass	39,572	No		Yes		Yes			Code is silent
Irrigon	2,045	Yes	Yes	Yes	No	No	No	No	
Sisters	3,738	Yes	Yes	Yes	No	Yes	No	No	
Umatilla	8,256	Yes	Yes	No	Yes	Yes	No	No	
Astoria	10,131	Yes	No	No	No	Yes	No	No	Regulate dancing through licensing
Monmouth	11,516	Yes	Yes	No	Yes	Yes	Yes	Yes	Special Adult License for Business and Employees
Ontario	11,874	Yes	No	Yes	No	Yes	Yes	Yes	
Gladstone	11,944	Yes	No	Yes	No	Yes	Yes	Yes	Special Adult License for Business and Employees
St Helens	14,492	Yes	Yes	No	Yes	Yes	Yes	Yes	
Coos Bay	16,093	Yes	No	No	Yes	Yes	No	No	Special Adult License for Business and Employees
The Dalles	16,103	Yes	Yes	No	Yes	Yes	No	No	
Central Point	19,363	Yes	Yes	No	Yes	Yes	Yes	Yes	Limited to C-5 Thoroughfare Commercial Zone
Sherwood	20,781	Yes	Yes	Yes	No	Yes	No	No	Limited to GC General Commercial Zone
Milwaukie	21,408	Yes	Yes	No	Yes	Yes	No	No	
Klamath Falls	22,108	Yes	Yes	Yes	Yes	Yes	No	No	Adult Business Overlay Zoning
Roseburg	23,876	Yes	No	No	Yes	Yes	No	No	
West Linn	27,568	Yes	No	Yes	No	Yes	No	Yes	Special Adult License for Business and Employees



Where Life is Sweet

Mayor and Members of the City Council
STAFF REPORT
 For the Meeting of April 14, 2025

Title/Subject

Discussion of Transient Room Tax (TRT) Distribution.

Summary and Background

In two different but recent city council meetings, motions were made in relation to reallocating the TRT to other uses. Neither of those motions were adopted. In the January 2025, Council/Staff Goal Setting session this topic was discussed and was adopted into the draft final report that was scheduled for adoption earlier at this same city council meeting.

This item was scheduled into this session's discussion because of the timing of upcoming budget discussions. With those coming soon, any possible change in the distribution would need to be factored into those upcoming budget discussions.

TRT Discussion

As some background to this discussion, beginning April 1, 2024, the TRT was increased by 1% to 9%. This increase was implemented in order to generate some additional revenue to the General Fund to support Law Enforcement activities. Also as an overlay to this discussion, the State of Oregon requires that all TRT spending be split 70 percent to tourism promotion or venues and 30 percent to other activities. There are some nuances with that requirement based on the dates of when the tax or any changes were adopted. City staff believes that we are in compliance with those requirements.

Below is the distribution formula based on the language contained in [HMC 112.25](#) with numbers based on the [FY2024-25 adopted budget](#).

37.50%	\$411,000	Cost of constructing a community outdoor pool, including paying for bonds
25.00%	\$274,000	Maintain/Operate the Community Center and EOTEC
15.00%	\$164,400	Offset costs of programs such as Senior Citizen Taxi program, economic development, streets maintenance and similar programs
9.00%	\$ 98,640	Recreation and recreation-related programs and activities and park improvements administered by the advisory committee
9.00%	\$ 98,640	City parks and recreation development administered by the Parks and Rec Committee
3.00%	\$ 32,880	Cost of operating a visitor's information center within the City of Hermiston
1.50%	\$ 16,440	Preventative maintenance/repairs to a community outdoor swimming pool
	\$1,096,000	

Harkenrider Contribution

In February 2014, the City entered into an agreement with the Hermiston Senior Center Board (Board). The Board had operated the former senior center on the county fairgrounds property. Discussions and efforts were taking place that would eventually transfer ownership of the fairgrounds property to the Hermiston School District. During that time the Board was working to try and find another location for a senior center. After a lot of difficulty, the City of Hermiston agreed to seek a Community Development Block Grant (CDBG) to build a new senior focused facility. As that partnership was forming and prior to a successful grant application, the Board entered into a facility agreement with the City in February 2014. The City was ultimately successful in receiving the grant and building the Harkenrider Senior Activity Center (Center). The building was opened in September of 2018.

For the past few years, the City has been budgeting funds to assist the Board in operations at the Center. In the FY2024-25 budget, the City allocated ~\$88,000 for some staffing and other costs at the Harkenrider Center. However, the Board operates the meals program as spelled out in the City's 2014 agreement with them at their expense.

Tie-In to Council Goals

3.6 Evaluate use of Community TRT + Harkenrider Contribution

Fiscal Information

In the FY2024-25 budget, the City budgeted to receive approximately \$1.1 million from TRT. Collections are coming in ahead of budget estimates.

In the FY2024-25 budget, the City budgeted to spend \$88,076 on Harkenrider expenses.

Alternatives and Recommendation**Alternatives****Recommended Action/Motion**

Staff is seeking direction on any possible changes in these two areas.

Submitted By:

Byron D. Smith