



Creating Shared Knowledge: An Asset-based Community Development Project in Hermiston

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Hermiston

Dr. Daniel Paul Costie

POLS 151: Introduction to Public Administration

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Dr. Daniel Paul Costie

Assistant Professor • Public Administration and Policy
Eastern Oregon University

POLITICS, POLICY & PUBLIC ADMINISTRATION





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About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

1. Our Sustainable City Year Program (SCYP), a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

2. Our Urbanism Next Center, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-

learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

About City of Hermiston

Hermiston is a vibrant destination that incorporates rural and urban opportunities as the largest city in eastern Oregon. In the 1860s Hermiston was known as a hotel called the “Six Mile House,” a stop for travelers in the Columbia River Basin. Following the establishment of railroads, the City was incorporated in 1907. Approximately eight square miles in area, Hermiston currently has more than 19,000 residents.

Hermiston’s employment rate is 62.1%, which is above Oregon’s employment rate of 59.3%, and has a mean household income of \$54,123. Seventy percent of the residents are between the ages of 18-64.

Hermiston is located at the junction of Interstate 82 and Interstate 84 in Umatilla County, near the Oregon-Washington border. Stanfield, the closest city, is five miles southeast, and Umatilla is located six miles north along the Umatilla River.

Renowned for its watermelons, Hermiston’s desert climate and proximity to the Umatilla River and the Columbia River have made agriculture a dominant industry since the early 1900s. In the 1970s potato processing plants and the introduction of center pivot irrigation firmly established

agriculture as an economic asset to the City. At the same time, industrial businesses like Marlette Homes, Inc., Lamb Weston, and Union Pacific expanded into Hermiston, further stimulating the economy. Additional commercial development in the 1990s and 2000s with Walmart and FedEx building distribution centers, led to an increase in employment opportunities and diversified economic growth. The 2010s saw further diversification of the economic base with the construction of data centers in Boardman and Umatilla with additional centers proposed for Hermiston as well. The City is a regional trade hub and is central to a broader area serving over 76,000 people. Hermiston’s success as a retail and data center continues to spur growth and development.

The City maintains 13 parks, 15 landscape areas, and more than 100 acres for the community while Hat Rock State Park, located near Hermiston, offers City residents and visitors a variety of recreational activities. In the summer, the Eastern Oregon Trade and Event Center hosts the Umatilla County Fair and Farm-City Pro Rodeo, among other events that highlight Hermiston's rural culture.

Forty-four percent of Hermiston's population is Hispanic and as the City grows, it has emphasized inclusion. The City created the Hispanic Advisory Committee in 2012, which proceeded to represent and integrate Hermiston's Hispanic communities. It was presented the National League of Cities 2013 City Cultural Diversity Award, following achievements such as an annual Cinco de Mayo festival. Much of Hermiston's

outreach materials are available in Spanish and English, including information and inquiries related to the City's most recent visioning process, Hermiston 2040.

In 2016, the Livable Hermiston process included feedback from over 2,000 residents who identified priority assets, including the development of more parks and a multi-use facility over the next 20 years. In 2013, the Hermiston Urban Renewal Agency (HURA) was created to revitalize Hermiston's downtown area and in 2019 HURA was awarded Urban Renewal Project of the Year for development that stimulated the local downtown economy. With numerous plans to incorporate community ideals in the City's development, Hermiston has a promising cultural and economic future.

Sources:

United States Census Bureau
City of Hermiston
Hermiston Chamber of Commerce
Hermiston 2040

Course Participants

CLAIRE BEVER
MARSON EPERIAM
NATHAN EVANS
MONTE ZUFELT

Introduction

This report discusses the Asset-based Community Development project conducted between March 1st and May 30th, 2022 in Hermiston, Oregon. The purpose of the three-phase project is to better understand the city's assets as well as gaps in public service provision. Through an environmental scan, a survey, and a focus group, five investigators from Eastern Oregon University, collected and analyzed data offered by both public and non-profit organizations in Hermiston. Our findings indicate that there is strength in the city's 'small town feel' and that there is great potential for growth in the area. Gaps in services that exist relate to better understanding how to serve different vulnerable populations, how to address the economic insecurity many in the community face, as well as how to address the fragmented public services already available in Hermiston. A community directory and a community navigator program are offered as potential solutions to the gaps identified in this project. This work is an important, preliminary step at realizing community development that is both self-sufficient and inclusive. Continued collaboration is needed in order to optimize the value of this ABCD.



Image credit: City of Hermiston

What is Asset-based Community Development?

Asset-based Community Development (ABCD) refers to efforts to better understand how collective impact has helped or hindered growth in a defined space through a systems level analysis of organizational capacity. Key to conducting an ABCD is to include diverse participants that can speak to the assets a community has. A basic question that emerges from an ABCD framework is “How can we maximize the use of existing resources in our community?” From there, ABCD projects work to better align assets and to focus on the gaps in services that might be inhibiting the community’s development potential.

While ABCD projects can employ a variety of strategies, Eastern Oregon University’s (EOU) approach consisted of three main parts: an environmental scan, a service provider and community leader survey, and a focus group. These parts will be discussed in detail later in this work. Lastly, it’s important to keep in mind that this represents the early formation of an ABCD project that, when done right, is long-term, iterative, and adaptive.

The following basic characteristics of Hermiston were used to inform the first part of our ABCD project the environmental scan:

- Located at the intersection of two major highways (I-82 & I-84) near the Washington-Oregon border.
- Main industries include manufacturing and agriculture.
- The city is one of the fastest growing communities in eastern Oregon with a population growth rate of 9.74%.
- As Hispanic and young community members are expected to continue to grow in the area, it is important to focus on how assets within Hermiston work to serve those distinct populations as well as the intersection of those populations.

Data Collection Approach

OF ENVIRONMENTAL SCAN

From March 30th to April 15th, four student investigators conducted an environmental scan of Hermiston to identify the public and non-profit organizations who are serving vulnerable populations in the community, focusing primarily on public service provision for the Hispanic community, the youth, and Hispanic youth. The main research question informing this exercise was 'Who are the organizations already 'out there' providing public goods and services to disadvantaged groups in Hermiston, Oregon?' To unpack that question, it was important to first identify who the disadvantaged populations are, what problems those groups face, and what government and non-profit organizations are working to address those problems. Aside from the basic information discussed above about Hermiston, this part of the project involved a great deal of discovery by

the investigators. Through this process, the relevant target populations were expanded and the public problems relating to those populations were captured more comprehensively.

OF SERVICE PROVIDER AND COMMUNITY LEADER SURVEY

From April 16th to May 10th, the investigators created and distributed an ABCD-informed survey to service providers and community leaders in Hermiston. The survey, largely informed by the environmental scan, asked respondents questions related to the most salient public problems, the types of resources needed to address them, the strengths of both the community and the individual organization, and the degree of interest in establishing and/or strengthening collaboratives and partnerships to address public problems. Seven organizations responded to the survey by the time it closed on the 10th.

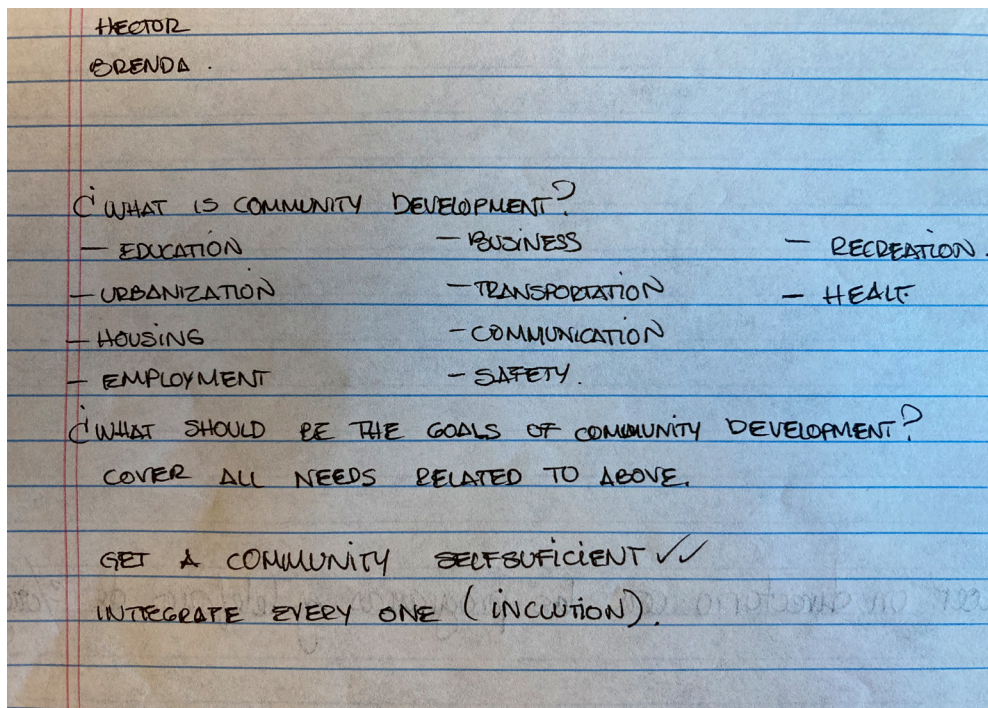
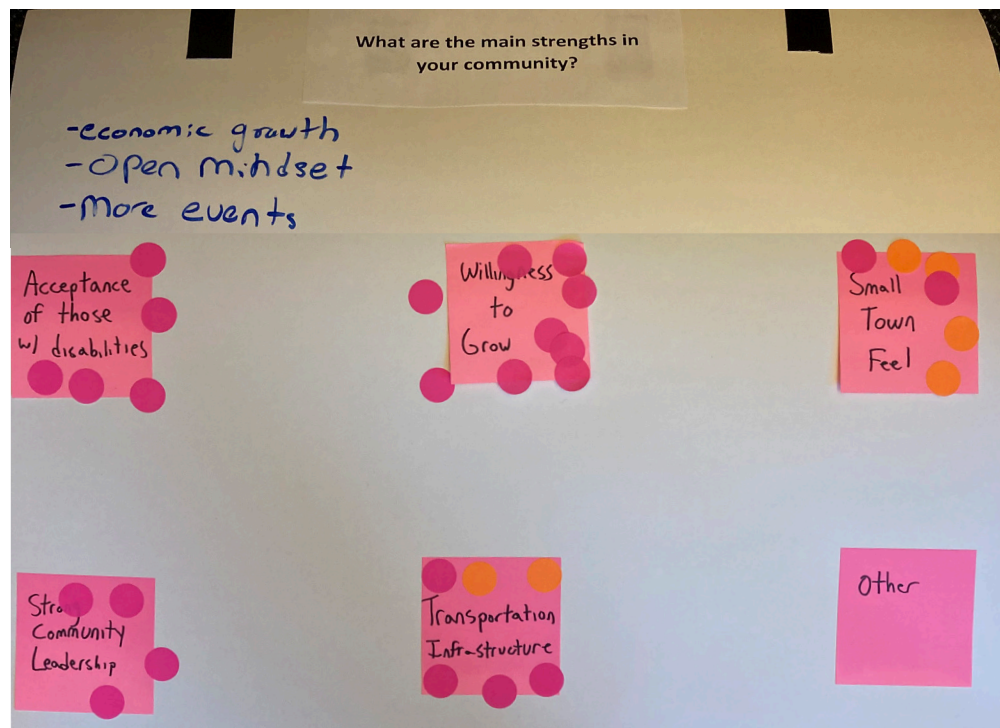


FIG. 1

FIG. 2



OF FOCUS GROUP

On May 30th, a focus group was conducted at the Hermiston public library. All organizations identified through the environmental scan were invited to the event. The key questions for the event are three-fold:

1. How should we define 'community development'?
2. What assets in the city can be leveraged to improve the community of Hermiston?
3. What challenges act as barriers to improving the community of Hermiston?¹

Through an hour and 30-minute focus group, investigators dug into the key themes that were identified in the survey. The first question regarding community development was the exception to this strategy. It was

important to include as a primer in order to put discussions of 'community' into the proper context while making the proper assumptions about what 'community' meant to that group of participants. For the other two questions, investigators were able to collect more nuance about 'big picture' conclusions while testing the consistency and validity of perceptions and attitudes expressed in the survey.² For each question, a list of potential responses were offered (see Figure 2 for example) based on the findings from the survey. Each participant was given colored stickers and asked to prioritize responses by placing one of the stickers next to the most relevant responses (see Figure 3). See Appendix 2 for the full focus group protocol. Ten individuals representing four Hermiston-based organizations participated in this part of the project.

1. The original plan involved a fourth area of inquiry related to relationship building. Due to time constraints, this part of the focus group was not completed.

2. The original focus group protocol included a fourth section focusing on quality of and interest in partnerships and collaboration. Unfortunately, time ran out before we could meaningfully explore the subject.

Key Findings

OF ENVIRONMENTAL SCAN

Through the environmental scan, investigators identified 42 unique organizations providing public services to community members in Hermiston. The majority of these organizations are non-profits, however public organizations such as the Hermiston Police Department, Public Works, and the library along with local elected officials were also captured in the analysis. Looking at the target populations that make up their clientele, investigators had to broaden the list of relevant community stakeholders from simply focusing on the youth and the Hispanic community to also include the homeless, low-income families, the disabled, the BIPOC community, the LGBTQ community, and the elderly.

OF SERVICE PROVIDER AND COMMUNITY LEADER SURVEY

Through administering the survey, investigators were able to capture thematic patterns across survey responses. Among the common strengths, respondents demonstrate pride that Hermiston has strong community leadership and good transportation infrastructure. Respondents also indicate that Hermiston's small town feel and a general willingness to grow are also strengths. A final common theme

related to strengths is an acceptance of those with disabilities. Respondents also expressed their perceptions of the challenges the community faces. Within these organizations, staffing shortages are impacting public service provision. Secondly, there is a lack of grant opportunities for organizations to address their shortcomings and/or expand effective programming. Thirdly, integrated supports are lacking to help address the needed wrap around services for the poor and vulnerable. Lastly, respondents highlight a lack of space to congregate socially as a challenge within the community.

The last section of the survey inquired about how they value partnerships and collaboration. The vast majority of respondents indicate that they value partnerships and are very interested in strengthening their partnerships through more collaboration. The reasons provided for why partnerships are valuable were varied. Respondents indicated that partnerships are valuable because they offer more opportunities to access funding, they help to more equitably distribute onerous professional and administrative duties, they offer needed subject matter expertise, and they recognize that they have stronger political advocacy power when partnering with other organizations.

OF FOCUS GROUP

The focus group was broken up into three sections; each addressing a key thematic pattern identified through the survey. The first section prompted participants to articulate a conceptualization of the term ‘community development.’ This section acted as a primer for the other sections as it helped establish both the physical boundaries of their community as well as what participants expect to contribute to and receive from their community. Through a deep dive into the concept, it is clear that community development infers a significant degree of self-sufficiency: the ability to work, play, and engage in commerce without leaving the community. Another theme from the discussion is inclusion. Many participants argued that true

community development must have some degree of equity imbedded; that if it doesn’t offer opportunity to those historically marginalized, then communities within Hermiston are not developing in any real sense. A third, less abstract, aspect of the discussion about community development related to the areas where development can be ‘seen.’ This list, while not exhaustive, is comprehensive ranging from housing and education to recreation and communication (see Figure 1 for an illustration of that long list). To recap: Community development in Hermiston must increase self-sufficiency, must be inclusive, and must demonstrate positive outcomes in a variety of areas such as education, housing, recreation, and communication.

FIG. 3



Challenges were discussed at two levels: at the community level and at the organizational level. At the community-level, investigators wanted to capture more insight on the most salient issues in Hermiston. Through this exploration, it is revealed that the main issue related to protections and support for labor. Discussions of civil and labor rights are the central focus of this section of the focus group. Issues related to COVID and social isolation are also issues that the participants found particularly salient in their communities.

At the organizational level, investigators are interested in the challenges internal to the organization. These types of challenges are often administrative in nature but also could involve how policy or external events have impacted the governance and service provision of their organization. The two issues most salient during

this section of the focus group involve lack of grant opportunities and lack of space for clients to gather. While these are the most selected, participants proffered some novel insight as well. A key theme that holds salience in this section (and alluded to in others) was lack of awareness; amongst organizations and clients. Participants explained that organizations are not well informed about what other, similar organizations were doing. In turn, they are unable to help their clients get the additional, wrap around services that they often need. These sentiments are often paired with potential solutions to this challenge related to partnership building. For example, one concrete suggestion offered was for organizations to work together to create a city-level directory of non-profit and public agencies, who they serve, and what services they provide.



Image credit: Megan Banks

Implications and Recommendations

Through the three preliminary phases of this ABCD project, several take-aways emerge:

1. Strength and pride in the community.

From the survey responses and engaging participants before, during, and after the focus group, it is clear that there is a strong sense of pride in Hermiston. The small-town character of Hermiston offers an easier opportunity to build social capital than in larger, denser, and more complex environments. In addition, it allows Hermiston to put its own unique 'spin' on what community development means in eastern Oregon. Lastly, an openness to growth may indicate that the community is ready to take on major projects if a vision is proposed and leadership can be identified.

2. The under-served of Hermiston.

While in the early phases of this work we identified Hispanics and the youth as large, underserved constituencies, the target populations in need of assistance broadened based on the results of the environmental scan. For instance, after the environmental scan and survey, it was clear that other target populations such as the homeless, the disabled, and the BIPOC community are also groups in need of additional, improved services. The need to help those experiencing homelessness was a particularly salient group emerging from the focus group.

3. The gaps in Hermiston

- a. *Economic insecurity and vulnerability.* Issues expressed in the survey and the focus group often related to economic needs and vulnerabilities. This was expressed most often through discussions of employment. More specifically, the difficulty in finding and applying for jobs as well as employees being aware of their rights in the labor force were common themes. These issues are particularly acute for immigrants and first-generation Americans who might need assistance identifying the appropriate documentation to apply for jobs or might not be aware of what constitutes labor violations in the workplace.
- b. *Fragmentation of service provision.* Associated with the aforementioned gap, there is also a lack of information sharing; across service providers but also between service providers and their clients. A common sentiment expressed in the focus group was the need to 'know what each other is doing.' This most directly relates to the economic issues described earlier as clients (and potential clients) are not adequately informed about how to apply for a job, what their rights are, as well as where to go to receive the wrap around services (such as housing and health care) necessary to ensure stable and long-term employment.

4. Recommendations for Hermiston

- a. *Create a directory.* In the short-term, one valuable suggestion is to create a directory that includes the direct service providers in the area, their contact information, what types of services they provide, and qualifications for service provision. This would be a promising first step in addressing a fragmented public service ecosystem as it would address the most common theme throughout this project: a lack of shared knowledge. However, just like with any tool, it also needs to be utilized for it to be helpful. ‘Selling’ the importance of a directory as well as teaching how to use it will also be needed. Its value would be improved if this was part of a larger, systems-level approach to community development.
- b. *Create a network of community navigators.* In the long-term, establishing a formal vision and strategy to build and maintain relationships in the community for the purpose of improving public service provision would be valuable. Many communities have found great success with this through establishing a ‘Community Navigators’ program. Community navigators are organizations and individuals in the community that act as institutional knowledge sources and as liaisons between vulnerable community members and direct public service providers. Community navigators help through a combination of referrals and interpersonal support. Denver Foundation’s Basic Human Needs Navigator Learning Community is an example of this process in practice (See Schaffer et al 2018).

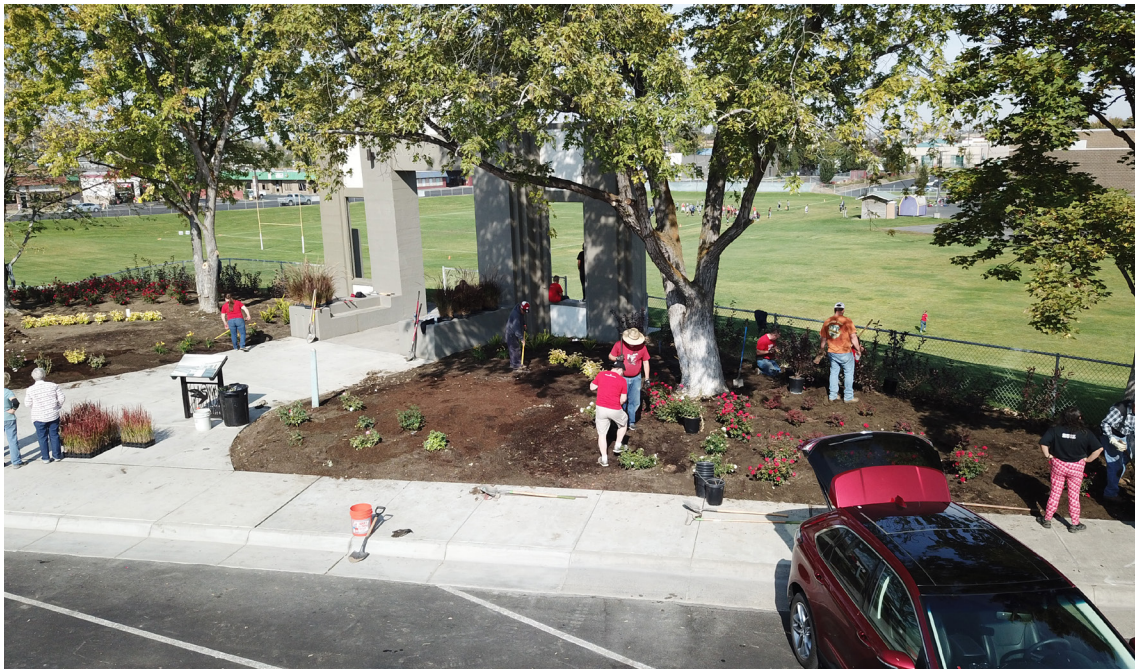


Image credit: City of Hermiston

Conclusion

This work sought to identify community assets and gaps in services within Hermiston through the use of the ABCD framework. We found that participants are proud of their city's 'small town feel' and believe that there is a strong willingness to grow. However, growth must be conceptualized more broadly than simple economic output.

For growth to meet the definition of community development created by the focus group, it needs to be both self-sufficient and inclusive. This means that it must focus on the economic life of community members but place additional concern for the unique realities that vulnerable groups are experiencing. The gaps in service that were the most salient was related to economic insecurity and vulnerability as well as the fragmentation of public services. Both of these gaps could be addressed through establishing shared knowledge and through deliberate, long-term efforts at relationship building between different organizations and between organizations and their clients.

It is important to view this project as the beginning of a greater, long-term attempt at providing better public services to community members in Hermiston, especially those most disadvantaged. As such, the findings in this report should not be seen as comprehensive but preliminary. More insight must be captured before community-informed interventions can be successfully implemented. Novel strengths and weaknesses of public service provision were identified in the focus group that were not captured in the survey. This indicates that there are still other perspectives 'out there' in need of representation. Further projects could build off of this project by expanding that essential knowledge base.

References

Schaffer, J., Patiño, M. J., Jones, P. B., & Sullivan, L. (2018). Community navigation as a field of practice: Reframing service delivery to meet the needs of communities' marginalized populations. *The Foundation Review*, 10(4), 5.

Appendix A

Survey Instrument

Asset Based Community Development Survey

The purpose of this survey is to gather information about community development opportunities in Hermiston, Oregon. We are interested in learning more about the strengths of the Hermiston community as well as opportunities to improve, both in terms of public services provided and partnerships realized. We will not be sharing individual-level data but overall trends and take-aways will be shared with those who responded to this survey as well as with Byron Smith, Hermiston's city manager. In addition to this short survey, there will be a follow up focus group session, hosted by the city manager's office at the end of May. Your participation in the focus group would be very valuable. Please feel free to email Dr. Daniel Paul Costie at dcostie@eou.edu if you have any questions. Thank you so much for your time.

Email *

Your email

What is the name of your organization/agency?

Your answer

What community-level problems does your organization address?

Your answer



What groups within the community does your organization serve? (Example: Those experiencing housing insecurity, victims of domestic violence, the elderly, women, etc).

Your answer

What are some of the strengths you see in the community of Hermiston? (Example: close-knit community, organizational expertise,)

Your answer

If your organization works directly with community members, roughly how many community members did you serve over the past three months? (If you do not, simply put 'N/A')

Your answer

What are some successes that your organization has celebrated over the past year?

Your answer

What challenges has your organization faced when helping the community over the past year?

Your answer



What groups of people do you feel are currently underserved in your community?

Your answer

What public problems still need to be addressed in Hermiston communities?

Your answer

What resources would your organization/agency benefit from?

- Funding support
- Volunteers
- Help Finding Grants
- More staff
- Software/It Support
- Consultancy/Expertise
- Other:

What government agencies do you work with? (If none, put 'N/A')

Your answer



What other community organizations do you collaborate with in Hermiston? (If none, put 'N/A')

Your answer

How interested would your organization be to partner with other organizations in Hermiston?

- Very Interested
- Moderately Interested
- Not Interested
- No Opinion

To what degree do you agree with the statement: 'the different community organizations in Hermiston work together meaningfully?'

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree



How interested would your organization/agency be in participating in a focus group along with other community organizations in Hermiston at the end of May?

- Very Interested
- Moderately Interested
- Not Interested
- No Opinion

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Appendix B

ABCD Focus Group Protocol

ABCD Focus Group Protocol - Strengths and Challenges of Community Development

Eastern Oregon University, University of Oregon, and City of Hermiston

LOGISTICS

1 hour

OBJECTIVES

The purpose of the dialogue is to better understand the strengths and challenges around community development in Hermiston, Oregon. We are interested in capturing information related to the following questions:

1. How should we define 'community development?'
2. What strengths in the city can be leveraged to strengthen our community?
3. What challenges act as barriers to realizing a stronger community?
4. What types of partnerships are necessary for realizing a stronger community?

MATERIALS

- Printed ground rules for the dialogue
- Printed, tailored questions for dot system inquiry (x2), each on a separate piece of paper (one for each dot system inquiry)

KEY INFORMATION TO OBSERVE

Both the facilitator and the notetaker should attend to the following during the dialogue:

- Extent to which participants feel comfortable participating in the dialogue

Ways in which participants interact (negative/positive power dynamics)

- Areas of confusion/lack of clarity among participants
- Extent to which participants see themselves as beneficiaries of Earthlinks service provision

PROTOCOL

Note: BOLD text offers language for the facilitator to use. However, this language can be adapted to your purposes and style. Text included in [brackets] should be tailored to the context.

Introductions [15 minutes, including late start buffer, can begin during meal]

FRAMING DIALOGUE: **Thank you for joining today's conversation. We really appreciate you taking the time to be here today.**

We want to start off by providing a little background. This conversation is part of the Sustainable City Year Program in partnership with Eastern Oregon University and Hermiston's city manager's office. The purpose of the evaluation is to get your perception of what constitutes community development, what are the strengths in the community, and what are the challenges in addressing the public problems facing the Hermiston community. The facilitators names are [all of our names].

FRAMING CONFIDENTIALITY/PARTICIPATION EXPECTATIONS: **Information collected through this dialogue will be kept confidential. The specific information shared and discussed here today will be used to create a report for participants, the city manager's office, and the Sustainable City Year Program.**

Any questions?

INTRODUCTIONS: **As we dive into the conversation, Let's take a couple minutes to introduce ourselves. Many of you have worked together and know each other quite well, while others may not have met. Please take a few seconds and tell us your name, what organization you represent, and what your organization does.**

GROUND RULES: **To be effective, any conversation should be based on a set of agreements.** [Point to ground rules]. **Here are some ideas that we've used in many other dialogues that help ensure that the room is a safe space to share a variety of perspectives and that all of us are engaged and fully present for the conversation.**

- Everyone has a valuable perspective to share
- Speak to be heard, listen to understand
- Be present, be engaged
- Value our collective time together
- Safe space for meaningful conversation

Are we all in agreement that these principles will guide the dialogue?

I. What is community development [10-15 minutes]

There are two questions I want everyone think about. This will help us level set for the rest of the focus group. Question 1 is How would you describe community development? and question 2 is What should be the goals of community development?

In front of you is a piece of paper and a writing utensil. You don't have to but I encourage you to write down your thoughts on that. I'll give you about five minutes to think about it and perhaps write it down. We will then come back together and discuss your thoughts.

Discussion of definition to follow

II. Community-level issues in Hermiston [20 minutes]

Next, we are going to take a couple minutes to think about the issues impacting Hermiston. Put a dot next to the community-level issues you find to be the most important, of secondary importance, and very little importance in order to build a 'strong community.'

What are the main issues in your community?

- Housing security
- Mental health
- Societal engagement/isolation

- COVID
- Protections/support for immigrant residents
- Protections/support for labor
- Protections/support for the elderly
- Public safety
- Small business development
- Other

Discussion of responses to follow

Probes- Is there consensus on the most important? How are you defining your choice? Could you explain more? What others are there?

II. Strengths in the community [20 minutes]

Now, let's chat about Hermiston's strengths. Put a dot next to the strengths in Hermiston you find to be the most important, of secondary importance, and very little importance in order to build a 'strong community.'

What are the main strengths of your community?

- Small town feel
- Willingness to grow
- Acceptance of those with disabilities
- Strong community leadership
- Transportation infrastructure
- Other

Discussion of responses to follow

Probes- Is there consensus on the most important? How are you defining your choice? Could you explain more? What others are there?

III. Challenges in the community [20 minutes]

Now, we would like everyone now to focus on what, in your opinion, is the challenges your community currently faces. Put a dot next to the challenges you find to be the most important, secondary importance, and very little importance to build a 'stronger community'

What are the main challenges to addressing to building that 'stronger community.'

- Staffing shortages
- Lack of grant opportunities
- Lack of integrated supports for the poor and/or vulnerable
- No space to gather
- Other

Discuss Responses

Probes- Is there consensus on the most important? How are you defining your choice? Could you explain more? What others are there?

III. Partnerships in the community [20 minutes]

Now, let's talk about partnerships and collaboration. Take a couple minutes and think about how important they are to your organization and to addressing those challenges we just discussed. How important is partnerships and collaboration to addressing those most severe challenges? Why?

Discuss Responses

One more question on partnerships. What is the most important aspect(s) of partnerships and collaboration? Put a dot next to the different aspects of partnership and collaboration that you find to be the most important, secondary importance, and very little importance to build a 'stronger community'

- Funding
- Sharing of professional/administrative duties
- Subject matter expertise
- Stronger political advocacy
- Other

Discuss Responses

Probes- Is there consensus on the most important? How are you defining your choice? Could you explain more? What others are there?

III. Debrief and Action Items [20 minutes]

We are almost done. Just two more concluding questions. If we were to leverage the most important strengths, address the most severe challenges, and build meaningful partnerships, would we be getting closer to that 'strong community' we defined earlier?

Discuss Responses

And lastly, What are some practical next steps that could be accomplished in order to get to that 'stronger community?'

Dr. Costie will conclude, noting the following

- Thanks for participation
- Sharing of data with participants
- Interest in helping with next steps
- Give out business card
- Get group photos

SCI Directors and Staff

Marc Schlossberg	SCI Co-Director, and Professor of Planning, Public Policy, and Management, University of Oregon
Nico Larco	SCI Co-Director, and Professor of Architecture, University of Oregon
Megan Banks	SCYP Director, University of Oregon
Nat Kataoka	Report Coordinator
Danielle Lewis	Graphic Designer