



CURRENT STATE ANALYSIS REPORT

HILLSBORO STRATEGIC PLAN

AUGUST 2022

PREPARED BY:



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OVERVIEW + INTRODUCTION

In preparation for the City of Hillsboro's strategic planning process, a Current State Analysis is being prepared to ensure the City's strategic planning team and consultants have a comprehensive understanding of the City's strategic initiatives. This report is a compilation of research including an overview of Hillsboro's internal strategic initiatives and projects, as well as a review of other cities' strategic planning processes.

CURRENT STATE ANALYSIS GOALS

01

Develop a comprehensive understanding of the City's strategic initiatives, exploring and documenting key elements such as purpose, timing, progress, challenges, opportunities, key indicators, evaluation tools, and communication methods.

02

Review and document strategic planning practices from other organizations and prepare recommendations for Hillsboro's process.

03

Design a strategic planning process and timeline that is informed by the Current State Analysis.

WHY IS THIS IMPORTANT?

It is important to understand where we are as an organization before thinking about where we are going. This is an opportunity to assess the City's current work and understand alignment between initiatives, gaps in addressing organizational and/or community needs, and opportunities as we begin the strategic planning process.

The results of this analysis will inform the process for the update of the strategic plan as well as the plan design.

EXTERNAL ANALYSIS

The study and review of other organizations and their journeys to prepare a strategic plan offer many lessons and valuable insights to inform the development of a strategic planning process. The external analysis included a review of mid-size to large cities who have recently updated their strategic planning processes. Each process has different strengths and areas of emphasis in response to their community needs. The research yielded many practices that Hillsboro can consider and customize in the design of their strategic planning process.

The following section of the report offers a summary of the following cities' strategic planning journeys and documents the themes that emerged as best practices for a successful strategic planning process.

STRATEGIC PLANNING MODEL CITIES



**Kansas City,
Missouri**
Population
491,158



**Glendale,
Arizona**
Population
250,290



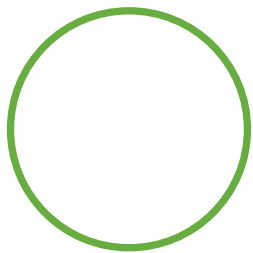
**Port St. Lucie,
Florida**
Population
195,773



**Raleigh,
North Carolina**
Population
469,698

BEST PRACTICES

Following the review of the strategic planning practices in these four cities, the following themes emerged for consideration in Hillsboro's process design.



ENGAGE ELECTED OFFICIALS

In each process reviewed, the organization engages the elected officials in a retreat to report progress on the strategic plan, provide current contextual information for the organization and community, and gather input and direction on future goals and objectives. In many of the example cities, these workshops or retreats were 2-3 days or more with the governing bodies providing a significant investment of time in the beginning of the process for a result of more streamlined meetings throughout the year and a smoother budget process.



SUPPORT + TRAINING FOR THE ORGANIZATION

The processes in this analysis offered valuable insights on engaging staff and supporting the alignment of strategic initiatives across the organization. Some of the key components for successful implementation included training opportunities for staff. The trainings described included guidance on project oversight, developing project charters, identifying key performance indicators, reporting plan progress, orientations to the strategic plan, and others. Staff shared these trainings help with building a culture of strategic management and creating a shared language for implementing the plan.

Another key component for successful implementation is providing dedicated staff to oversee the implementation of the plan. In some examples, a department was created, or a staff position dedicated to strategic planning. This ensures the collaboration among the various stakeholders is supported.



CROSS DEPARTMENTAL TEAMS

Cross departmental teams were also heavily utilized in the implementation framework. Every initiative/objective/action related to a strategic plan goal has a team leading its implementation. Often in the examples we reviewed, these teams span across various departments and are viewed as an opportunity to not only implement the vision, but also as an assignment to build new skills and serve as professional development opportunities.



COMMUNITY ENGAGEMENT

While the levels of engagement varied between the community examples, there was some level of resident engagement included in each process. All the organizations we reviewed included a survey to gather community input, and some held many in-person and virtual community forums and events. The results of this engagement were shared with the governing bodies to inform their goal setting efforts.

KANSAS CITY, MO



The City of Kansas City, Missouri's strategic planning process is called the Citywide Business Plan (CBP). The CBP is in its eighth edition, and it serves as the City Manager's playbook to execute the City Council goals through a series of objectives. The Plan guides both policymaking and budgeting decisions and provides a framework to assess the City's progress in advancing its objectives. It is designed as a 4-year plan to align with City Council terms. The CBP Citywide Business Plan is updated annually as required by City Charter and includes three primary components:

1. The City's Strategic Plan, including the mission, vision, values, goals, objectives, and strategies
2. The Financial Strategic Plan, containing financial objectives
3. The Five-Year Planning Model, providing the baseline and balanced scenarios to evaluate financial and operational alternatives through the planning and budgeting process

The Financial Strategic Plan and corresponding Five-Year Planning Model is the financial document, or blueprint, to ensure financial health and fiscal sustainability. The City has transformed its budget process from an exercise in balancing revenues and expenditures one year at a time to a strategic, year-round process that encompasses a multi-year financial and operating plan aligned with City Council priorities.

PROCESS

The process launches with direction from the Mayor and City Council on their desired goals and objectives to begin the new four-year plan. This occurs as a workshop following the election process. Once the goals and objectives have been identified, a series of meetings with Department Directors and key staff are hosted to evaluate potential strategies for achieving the new objectives. The city uses resident satisfaction surveys and resident work sessions to prioritize the objectives.



The structure of the Citywide Business Plan, first adopted in 2013, allows for out-year planning while remaining responsive to change with annual updates. The City's Finance Department regularly uses the Five-Year Planning Model to project fiscal health with rapidly evolving assumptions, and the Strategic Plan guides financial decision-making. The Citywide Business Plan plays an ever more critical role in decision-making as the city navigates financial and operational challenges resulting from Covid-19.

ENGAGEMENT

Kansas City, Missouri conducts an annual Resident Survey to objectively assess resident satisfaction with the delivery of City services. 9,000 households are randomly selected to complete an annual Resident Satisfaction Survey via mail, over the phone, or online. From the Resident Satisfaction Survey responses, the city creates the Importance-Satisfaction (I-S) rating. The I-S rating is based on the concept that, to maximize overall satisfaction among residents, the city should emphasize improvements in those service categories where the level of satisfaction is relatively low, and the perceived importance is relatively high. By identifying services of high importance and low satisfaction, the Survey identifies which services would have the most impact on overall satisfaction with City services.

The goals and objectives contained in the Citywide Business Plan are designed to align with the results of the Resident Satisfaction Survey. This allows Kansas City, MO to evaluate the success of the Citywide Business Plan and make strategic investments in resident priorities to better serve the community.

In addition to the survey, the Office of Management and Budget (OMB) typically hosts Resident Work Sessions which include an informational presentation, a quantitative ranking of Citywide Business Plan objectives, and focus group conversations. In 2020, OMB had to adjust their engagement activities in response to the COVID-19 pandemic. The in-person meetings were not held, and OMB pivoted to surveys and other virtual means to assess resident priorities. Based on the positive results of these changes, the city is planning to continue diversifying its resident engagement to better reach the public where they are regularly, throughout the year.

RESOURCES

Adopted Citywide Business Plan 2020-2024:

<https://www.kcmo.gov/home/showpublisheddocument/6894/637656578525730000>

Goals, Objectives, and Key Performance Indicators:

<https://www.kcmo.gov/city-hall/departments/finance/office-of-management-and-budget-omb/departments-strategic-objectives>

GLENDALE, AZ



The city of Glendale has established a balanced scorecard as the foundation for its strategic plan. Each performance plan and dashboard in the city links back to the balanced scorecard. All city key performance indicators are aligned with the balanced scorecard. The balanced scorecard takes a unique approach to strategy development by creating a focus on the resources the organization needs to achieve their desired long-term outcomes. These focus areas are called "perspectives" and they become the lens through which the city's strategy is developed.

The Tier 1 perspectives are the "public-facing" desired outcomes that are highlighted on the City's website.

Strategic Plan



The Tier 2 perspectives are the department level outcomes that guide the departmental work and align with the City's budget process. The city started this process a year ago, and are currently developing a process, template, and training to support the departments in implementing the system. This transition is still underway and was delayed due to challenges with the pandemic.

The template has been completed and has enabled the strategic planning team to share the information more easily with department directors, communicate intended results, and initiatives. As they continue their development of the system, the goal is to tie into the budget process. The Finance and Budget department has added a Performance Management Analyst to work with this team to integrate the key performance indicators (KPIs) in the budget. The long-term goal is to fully implement a performance-based budgeting system, but the development of the system is still underway.

PLAN OVERSIGHT

The Department of Organizational Performance tracks the citywide Tier I key performance indicators and works with departments to help them establish and track their Tier II key performance indicators. If departments need support to establish dashboards or monitor performance, the Department of Organizational Performance provides the needed skills and expertise.

Glendale aligns planning initiatives with the strategic plan using the leadership from the City Manager and the Executive Team. They ensure a unified approach. Everyone completes the training on using the balanced scorecard and is consistent in their communication and language with their departments. This supports organizational buy-in and overall support and implementation of the plan.

ENGAGEMENT

Glendale engages the City Council through their annual budget workshop. City staff reports on the KPIs. The Council ratifies the Tier 1 plan, but they are not as involved in the Tier 2 process. They currently do not have a formal resident engagement process, but departments have expressed interest in developing a resident feedback survey and the Council has raised this as topic of interest as well. To further engage the organization, they have started an annual staff engagement survey.

RESOURCES

Strategic Plan Website:

https://www.glendaleaz.com/your_government/city_manager_s_office/strategic_plan

Citywide Performance Dashboards:

<https://www.glendaleaz.com/cms/One.aspx?portalId=15209085&pageId=17200633>

Department of Organizational Performance:

https://www.glendaleaz.com/your_government/city_manager_s_office/department_of_organizational_performance

PORT ST. LUCIE, FL



The City of Port St. Lucie, Florida has refined their strategic planning process over the past four years to be a dynamic tool for decision-making, aligning the broad goals and priorities of the city council with the day-to-day work of city staff.

Several factors have contributed to the effectiveness of the city's strategic planning process:

- **It has a rhythm:** Strategic planning has evolved from an annual day-long city council retreat into a recurring, year-long process that has developed its own "rhythm," gathering input from stakeholders and tracking and analyzing progress over the course of the year.
- **It's inclusive:** The process has become incredibly inclusive, engaging residents, staff, councilmembers, and other stakeholders in a meaningful way.
- **It focuses relentlessly on implementation:** Every initiative and project identified in the strategic plan is assigned to a department and project manager, who must incorporate them into the departments' work plans, and regularly report back to council on their status.

PROCESS

The rhythm of the city's annual strategic planning process is a four-step system:

- 01 ANALYZE**
- 02 DESIGN**
Define, ideate, and Select
- 03 IMPLEMENT**
- 04 EVALUATE**



Analyze: The process begins with the council’s annual winter retreat, where they receive in-depth presentations on potential areas to focus on in the strategic planning process. This workshop helps to build the context for the planning process. It is about three days where the Council does a deep dive on topics and concepts, departments present their priorities, a budget report is presented, an economist reports on economic trends.

Concurrently, the annual National Community Survey of residents is conducted by the National Research Center. The city then hosts an annual drop-in Citizen Summit that provides an opportunity for residents to weigh-in on their needs and priorities. Speeches and presentations have been replaced with interactive booths, exhibits, and activities to engage residents of all ages; last year over 600 participants provided their input regarding strategic priorities.

Design: Survey results are triangulated with the findings from the summit and council winter retreat and provided to the council to consider when determining priorities during their two-day strategic planning session. At the session, we review the status of current strategic initiatives and projects and nominate new initiatives and projects for inclusion, based on resident feedback.

Implement and Evaluate: Once councilmembers have approved their top priorities, city staff assign project managers and each department incorporates council’s priorities into their business plans, while project managers begin developing project “charters” to determine the resources needed to implement their project plans that are then included in the city’s budget and annual capital improvement plan (CIP).

On a quarterly basis, progress of the strategic plan is evaluated, and a report is provided to the council. The process begins again each year, reinforcing a cycle of continuous improvement.

ENGAGEMENT

The overview of engagement practices is highlighted in the process description. However, during the pandemic, new tools and platforms were used. The Citizen Summit moved to a virtual format, and smaller drop-in, pop-up events were used to engage people in a safe environment. This pivot enabled the city to continue utilizing their trusted process and allowed the council to systematically adjust to the community feedback.

Regarding the Council engagement, there are lengthy workshops hosted in the winter, spring, and summer. However, the elected officials and staff report the investment of time at these workshops results in more efficient meetings throughout the year. These in-depth, focused conversations allow for thorough discussion and clear direction to the organization.

AWARDS

At ICMA's UNITE event, the city's efforts to listen and act on resident feedback were honored with the 2020 Voice of the People Award for Transformation in Community Engagement from the NRC at Polco and ICMA. The Voice of the People Award is the only award given in local government based on the opinion of community residents.

In 2019, the city was recognized by ICMA for Transformation in Foundations.

RESOURCES

Port St. Lucie Strategic Plan Overview:

<https://www.cityofpsl.com/government/mayor-city-council/strategic-plan>

Strategic Plan and Performance Dashboard (MySidewalk):

<https://dashboards.mysidewalk.com/performance-standard-template-355019f84418/high-performing-government-organization-how-you-can-help>

2020 Citizen Summit:

<https://www.cityofpsl.com/discover-us/community-engagement/2021-citizen-summit/2020-citizen-summit#ad-image-7>

2022 Virtual Citizen Summit:

<https://www.cityofpsl.com/government/departments/communications/2021-citizen-summit>

RALEIGH, NC



The City of Raleigh, North Carolina develops a five-year Strategic Plan which translates their vision and goals into an actionable strategy that guides the organization's focus, work, and resource alignment. The Plan's overarching key focus areas and underlying objectives, initiatives, and performance measures allow the city to be transparent about the city's goals, focus the city's efforts, and maintain accountability for results.

The Strategic Plan is a collaborative effort led by Raleigh City Council's vision and leadership, influenced by resident feedback obtained from the biennial Community Survey, reflective of staff contributions, and appropriately aligned with other important efforts such as the 2030 Comprehensive Plan.

The five-year Strategic Plan is adopted by City Council and is updated annually to maintain its relevancy. Each fiscal year, City staff submits a performance report to City Council, and ultimately the public, to document progress on addressing the Strategic Plan.

PROCESS

The city works with the Council once a year during a two-day planning retreat where the Council receives updates on what has been completed or operationalized and the Council provides input on any updates to the plan. It is the Council's plan, but staff provides input on the priorities they want to see prior to the plan being approved by the Council.

The city works to align all strategic initiatives and projects through use of the department business plans that tie to the city's strategic plan. City staff leadership advocate for the plan by consistently explaining how the work of their department ties to the plan.

The strategic plan is integrated into the organizational culture using interdepartmental teams for every strategic plan initiative. Employees also develop their personal business plans and highlight how their work ties to the strategic plan. Additionally, all budget requests must align with the strategic plan and department business plans.

The city reports progress on the strategic plan in three ways to ensure all results are communicated thoroughly and in a timely manner.

01 STATISTIC MEETINGS

The city collects updates from all initiatives in the strategic plan (94 initiative teams) two times per year. This process was designed based on the model from Baltimore, MD. Each initiative team presents to the management team regarding any updates. These meetings are very collaborative and engaging. There is a different meeting for each of the six focus areas in the plan. There is a series of summer meetings and a series of winter meetings.

02 WEBSITE UPDATES

Updates are shared regularly to the website as they happen. This provides current snapshots of progress on the strategic plan and helps the city to be more proactive with their data rather than looking at data that is months or a year old.

03 ANNUAL REPORT TO COUNCIL

A yearly report is presented to the Council.

ENGAGEMENT

The city conducts a biennial resident survey to inform the development of the plan. They also have comment periods at their Council meetings when plan updates are being proposed.

RESOURCES

Raleigh Strategic Plan:

<https://raleighnc.gov/government/strategic-plan#:~:text=The%20Strategic%20Plan-,Download,-2020%20Community%20Survey>

Strategic Plan Dashboard:

<https://strategicplan.raleighnc.gov/>

INTERNAL ANALYSIS

As the City begins to think about the future of the organization, it first needs to understand the current initiatives underway. This section is focused on developing a comprehensive understanding of the City's strategic initiatives, exploring, and documenting key elements such as purpose, timing, progress, challenges, opportunities, key indicators, evaluation tools, and communication methods.

STRATEGIC INITIATIVES INVENTORY

1. Hillsboro 2035 Community Plan
2. 2021 Utility Rate Streamlining
3. Community Engagement Framework
4. CIP Strategic Plan
5. Strategic Equity Plan/Equity Strategic Plan/Racial Equity Plan
6. Biennium Budget
7. Supplier Diversity
8. Fire and Rescue Strategic Plan
9. Human Resources Department Assessment
10. Employee Engagement Survey
11. Asset Management
12. Records Management
13. Smart Cities Information Governance
14. Geospatial Information Program Strategic Plan
15. System Maintenance Roadmaps
16. Library Strategic Plan and Work Plan
17. Library Outreach Plan
18. Library Cost of Service Analysis
19. WCCLS Strategic Plan
20. Library Foundation and Friends
21. Organizational Sustainability Plan
22. Energy Management Plan
23. Community Sustainability Plan
24. Organizational Environmental Assessment
25. Parks and Recreation System Plan
26. Public Art Master Plan
27. Cultural Arts Action Plan
28. Public Works Strategic Plan Update
29. Facilities Master Plan
30. Clean Water Services (CWS)/City of Hillsboro Intergovernmental Agreement Update
31. Sanitary Sewer Master Plan Update
32. Sidewalk Maintenance Program Development
33. Bike/Pedestrian Capital Improvement Program Renewal
34. TSAP Update
35. Water System Master Plan, Strategic Plan + KPI Implementation
36. Development Services Strategic Plan
37. Hillsboro Comprehensive Plan
38. Workforce Development Strategic Plan

1. HILLSBORO 2035 COMMUNITY PLAN

DEPARTMENT

City Manager's Office

PURPOSE

The Hillsboro 2035 Community Plan is the community's shared vision for Hillsboro's future and a detailed action plan for working toward that collective vision. The ideas in the plan are based on input from thousands of community members in cooperation with local nonprofit organizations who have agreed to share implementation responsibilities.

TIMING

The current Plan was adopted by City Council in August 2020. The Plan is updated every five years and contains shorter term actions that are to be implemented by 2025 and longer-term actions that are to be implemented after 2025 and by 2035. The Plan will be updated again starting in spring of 2024.

IMPLEMENTATION PROGRESS

There are 158 actions in the 2035 Plan. As of the last annual report in July 2021, 79 (50%) of the actions are "implemented ongoing"; 48 (31%) are "started", 2 (1%) are "implemented one-time" and just 29 (18%) are "not started". We survey our partners on implementation progress annually. This year's survey was sent to partners on April 4 and will be due by April 29. We should have an updated annual report available by early summer.

CHALLENGES

The actions in the Plan address a variety of community challenges such as homelessness, reducing carbon emissions, smaller classroom sizes, and more.

OPPORTUNITIES

The actions in the Plan also address many opportunities to enhance livability in Hillsboro such as creating apprenticeship programs and local scholarship opportunities, creating walkable connections from Downtown to Jackson Bottom Wetlands, expanding cultural arts venues and opportunities, and adding new parks and trails.

COMMUNICATION METHODS

We usually share information about the 2035 Plan and collect ideas from community members at local events such as the Latino Cultural Festival and Celebrate Hillsboro and through the Hillsboro 2035 Facebook and Twitter feeds. Some information is also shared through City communication channels (City Views, Happening in Hillsboro, reader boards at the libraries, City social media channels, etc.)

ORGANIZATIONAL IMPACT

Organization wide. Nearly every department has one or more actions in the 2035 Plan they are responsible for implementing.

INITIATIVE OR PROJECT LEAD

Dacia Bakkum provides general 2035 Plan management along with Simone Brooks and the Hillsboro 2035 Oversight Committee; Peter Brandom manages the Environmental Stewardship focus area within the 2035 Plan and a separate Environmental Stewardship Committee.

2. 2021 UTILITY RATE STREAMLINING

DEPARTMENT

City Manager's Office

PURPOSE

The purpose of the utility rate streamlining process is to align our COH utility rates so that all increases go into effect at the same time and that we have a coordinated outreach process on all rates.

TIMING

This process began in summer 2021. The implementation of tasks will occur over a few years.

IMPLEMENTATION PROGRESS

This work is currently underway and is on target with its scheduled completion dates.

CHALLENGES

The city was communicating with the public on several occasions during the year explaining that different rates were going up at different times; City of Hillsboro (COH) didn't coordinate the outreach and people were thinking their entire bill was going up rather than individual rates. COH's conversation with the public is going to now shift to a holistic approach where customers will have a better idea of the impact to their entire bill.

OPPORTUNITIES

Better internal and external coordination; streamlining resources; less confusion among customers.

COMMUNICATION METHODS

Better internal and external coordination; streamlining resources; less confusion among customers.

- Develop an annual outreach plan to promote CWS’s outreach efforts and their work within the City of Hillsboro.
- Develop a comprehensive, year-long communication strategy for active community engagement each calendar year.
- Develop an internal communication strategy for employee awareness.
- Employ the Utilities Services Committee, CMO Communications Division, and City Equity Team to review and comment on the public engagement and education plan for the upcoming rate season.
- Reexamine the utility bill design and text.

ORGANIZATIONAL IMPACT

Across the organization

INITIATIVE OR PROJECT LEAD

Rahim Harji, Assistant City Manager is the executive sponsor for this project. The lead varies depending on the task.

3. COMMUNITY ENGAGEMENT FRAMEWORK

DEPARTMENT

City Manager's Office

PURPOSE

Create a process to help City staff develop community engagement plans for City projects/initiatives to engage the Hillsboro community in an authentic, equitable, and meaningful way.

Project Goals:

- Identify the communities most impacted by projects/initiatives
- Provide meaningful opportunities for community members, especially historically marginalized communities, to share needs and aspirations
- Engage with community members to provide input and feedback on projects/initiatives
- Assess efforts and measure engagement outcomes

TIMING

Departmental assessment kicked off 11/21. Draft plan due 9/22. Present to Council 12/22.

IMPLEMENTATION PROGRESS

Interviewed Department directors to assess where each department is at with community engagement work. Yet to interview department staff implementing engagement work.

CHALLENGES

Need to identify a standard process across departments to develop community engagement plans.

OPPORTUNITIES

- Streamline engagement efforts across departments
- Share engagement strategies and lessons learned
- Coordinate engagement with community-based organizations so they are not contacted by multiple departments at the same time

COMMUNICATION METHODS

The framework is still in development.

ORGANIZATIONAL IMPACT

Across the organization

INITIATIVE OR PROJECT LEAD

Rania Ayoub, Community Engagement Manager, is leading the framework development. Simone Brooks, Assistant City Manager is the executive sponsor.

4. CAPITAL IMPROVEMENT PLAN STRATEGIC PLANNING + PROCESS IMPROVEMENTS

DEPARTMENT

City Manager's Office

PURPOSE

The City wants to explore how it can better deliver capital projects with the following goals in mind:

- Deliver projects efficiently, consistently, and collaboratively
- Integrate equity into the CIP program
- Don't lose the culture—"fast, friendly, flexible"
- Be transparent and accountable to our community and ourselves
- Develop consistent community engagement processes
- Align priorities organization-wide
- Identify solutions to address some of our challenges and opportunities related to the CIP that were identified by City staff in the initial assessment

The initial assessment identified the following areas for improvement:

1. Asset Management Strategy: a consultant was brought on board to help us
2. develop a city-wide asset management strategy and implementation plan.
3. Project Charters: an internal team has been working on developing a standard project charter that will be used on all major projects.
4. Explore Financial Strategies: an internal team met and developed
5. recommendations that the City should explore. The recommendations are being implemented.
6. Facilities Master Plan: Public Works is in the process of developing a Facilities Master Plan.

7. City-wide project timeline: consultant assisting with developing
8. Communication and engagement strategies: consultant assisting with developing
9. Evaluating assigned resources: consultant assisting with developing
10. Globally consistent process for project work: consultant assisting with developing

TIMING

Roadmap for consultant-supported work to be complete by Q3 of 2022

IMPLEMENTATION PROGRESS

Varied depending on the initiative - TBD

CHALLENGES

Significant workload for these efforts to be implemented; gaining organizational consistency (where appropriate) can be challenging.

OPPORTUNITIES

Cross-departmental collaboration and standardization of global processes

COMMUNICATION METHODS

Project team and consultant. Work in progress.

ORGANIZATIONAL IMPACT

Across the organization

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Rahim Harji

Project Manager: Michaela Canete

Steering Committee:

- Rahim Harji, Assistant City Manager
- Tom Arnold, Public Works Director
- Niki Iverson, Water Director
- Greg Mont, Information Services Director
- Suzanne Linneen, Finance Director
- Dave Miletich, Parks Director

5. STRATEGIC EQUITY PLAN + IMPLEMENTATION INITIATIVES

DEPARTMENT

City Manager's Office

PURPOSE

The City's Equity Team worked with a consultant to create in 2020 the City's first Draft Strategic Equity Plan (SEP). This draft format is an aspirational document with endorsement by representatives of the City's 2018-2020 and 2020-2022 Equity Teams, and executive and department leadership. The City has not adopted a final version of the 2020 Draft SEP. The goal of the 2022 Implementation Initiatives is to create a work plan to realize the aspirations of the City's 2020 Draft SEP including its finalization.

TIMING

Initial stakeholder engagement for the SEP began in June 2020 and included department and division directors or their designee and select members of the 2018-20 and 2020-2022 Equity Teams with a focus on team members who identified as people of color or other historically marginalized identities. The draft plan was completed in August 2020 though it did not include implementation process maps. A Council Priority related to racial equity was established in January 2022 and subgoals were established in March of 2022. In June 2022, the implementation initiatives were defined which will advance the draft SEP.

IMPLEMENTATION PROGRESS

The SEP establishes five focus areas with a total of 49 initiatives. The focus areas include:

- Recruitment & Selection
- Communication & Community Engagement
- Transparency
- Accountability, and
- Accessibility

Key performance indicators were identified for each focus area not each initiative.

Of the 49 initiatives, one is complete, two are ongoing (no end date), five are in progress, and 41 have not yet started. Initiatives not yet started or in progress will be either ongoing or completed by 2028. Implementation timeframes will depend upon City and departmental prioritization (departments' staffing resources, budget, competing City initiatives).

For 2022, the implementation initiatives are as follows:

1. Mobilize leadership and staff to organize to support a shared vision of racial equity through leadership teams and staff engagement
2. Increase awareness of racial inequity, how it operates in institutions and the harm it does.
3. Develop action plans, tools and resources to advance racial equity goals.
4. Train people across the City to apply equity tools to change structures, policies, practices, decision making, and investments.
5. Establish baseline measurements, targets/benchmarks and tracking processes for outcomes.
6. Collaborate with community members and institutions to shape externally-focused policies.

Council Priority subgoals related to DEI competencies, recruitment barriers, and supplier diversity are underway.

CHALLENGES

The SEP lacked a clear process for finalization and communication to the organization which is necessary to memorialize the City's vision for achieving equitable outcomes. The project team is in the process of addressing this challenge.

Other challenges include:

- Adequate funding in upcoming years is at risk. The finalized document should include prioritization of initiatives to allow staff to complete relevant process maps in preparation for the new biennium budget. Priorities were identified in 2021 but are not yet approved by executive management.
- Structures do not yet exist to support advancement of SEP initiatives. Currently in development are:
 - A cross-departmental, City Manager-sponsored Racial Equity Leadership Council to lead Citywide efforts (i.e., SEP initiatives) and support department-specific efforts

- A Workforce Equity Committee to support SEP recruitment and selection initiatives and other Human Resources Department initiatives such as policy reviews
- Departmental change teams (i.e., departmental equity teams). Staff are in the process of identifying the connection between these teams and the SEP. Departments have significant existing workloads and may be challenged to staff these teams which will need training in addition to identifying and acting on opportunities to operationalize equity.

OPPORTUNITIES

- Support and involve staff at all levels of the organization in meaningful change to increase interdepartmental and cross-departmental collaboration.
- Improve the performance of the City in all areas for the benefit of the entire community.

COMMUNICATION METHODS

The 2020 Draft Strategic Equity Plan has not been communicated to the organization. The SEP was presented only to the Senior Leadership Team (executive staff and department and division directors) in 2020. Other DEI-related communications have been via email and updates to the public website.

A Communication Plan is being developed for the Employee Survey on Race and Equity.

ORGANIZATIONAL IMPACT

The initiatives identified in the SEP will position the City, including every department, to improve upon its programs, services, projects, and policies to achieve equal outcomes for both employees and our community regardless of identity.

It will allow the City to further operationalize its commitment to racial equity as identified in the adopted Equity Statement including removing barriers and eliminating social and economic disparities by centering those who have been excluded from the decision making process.

INITIATIVE OR PROJECT LEAD

Executive sponsor: Simone Brooks

Project manager: Steve Lee

6. BIENNIUM BUDGET

DEPARTMENT

Finance

PURPOSE

Move the City from an annual budget to a biennium budget to allow for additional time to meet Council priorities and other strategic initiatives.

TIMING

The concept has been introduced and the decision has been made to move to a biennium budget, however, a resolution needs to be passed by City Council (estimated late spring/early summer 2022). The move to biennium is for the next budget cycle FY 2023-25.

IMPLEMENTATION PROGRESS

The transition/implementation plan will be developed early summer 2022 and implementation will take place between then and completion of the Biennium budget for 2023-25.

CHALLENGES

It is a significant change for the City to move to a two-year financial plan from a one-year planning cycle. Challenges include changing the budget process which involves the development of an entirely new schedule, redoing the budget reports, working with all departments, budget committee, City Council, and joint venture partners on the transition. Challenges also include the need to forecast revenue and expenditure needs for two years vs. one. Training will be required for staff to support this transition and help them manage budgets for a two-year cycle.

OPPORTUNITIES

The intent of this transition is to create time to focus on planning. The current annual budget process doesn't allow much time in the calendar year for planning efforts and engagement. This change will provide more opportunities for that work.

COMMUNICATION METHODS

City leadership is supportive of the change. The project team will be working to develop a communication plan.

ORGANIZATIONAL IMPACT

This change will have impacts across the organization as well as the community.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Robby Hammond

Project Lead: Suzanne Linneen

Other finance members will be very involved, as will all other departments.

7. SUPPLIER DIVERSITY

DEPARTMENT

Finance

PURPOSE

Expand the City's diversity in procurement for goods and services and reduce barriers to doing business with the city. This is a sub-goal of the Racial Equity City Council Priority.

TIMING

The policy has been approved by City Council and several projects are currently underway that have supplier diversity targets. This is a new program and is just getting up and running and will take some time to have statistical data to show how the program is working.

IMPLEMENTATION PROGRESS

The City is starting with a few small projects, and each year, departments will be required to prepare a procurement plan that identifies their spending plan and how they will incorporate efforts to hire and contract to obtain a more diverse supply and service chain.

CHALLENGES

It is a culture shift for City departments as we change procurement practices which may impact established vendor relationships. The city doesn't have strong baseline data to begin tracking progress.

OPPORTUNITIES

The program will help us to grow a strong diverse base of contractors and suppliers that represent our community demographics.

COMMUNICATION METHODS

The City's website under City Council priorities has a section on supplier diversity under the Racial Equity priority and provides status on the sub-goals. We have created a cross-departmental team, presented to the City Council on two occasions, and have made connections with various entities to inform people about the program.

ORGANIZATIONAL IMPACT

This change will have impacts across the organization as well as the community.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Robby Hammond

Project Lead: Suzanne Linneen

Elaine Baker is the Manager overseeing the program and Danny Morato is the Supplier Diversity Administrator.

8. FIRE & RESCUE STRATEGIC PLAN

DEPARTMENT

Fire & Rescue

PURPOSE

Establish short- and medium-term goals that will prioritize budget requests.

TIMING

Began the process with a 2019–2022 timeline in mind. COVID and management team turnover has pushed the plan’s current timeline to 2022–2024.

IMPLEMENTATION PROGRESS

Executive team meets two–three times per year to measure progress and adjust goals or timelines as needed.

CHALLENGES

Provides direction and framework for planning and budgeting.

OPPORTUNITIES

Improved project management and prioritization.

COMMUNICATION METHODS

It is an internal stakeholder driven plan; With the difficulty in moving projects forward over the last couple of years, the plan has not been updated until recently. The department staff meeting is used to share the plan with all department members.

ORGANIZATIONAL IMPACT

Primarily impacts Fire & Rescue

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Fire Chief

9. HUMAN RESOURCES DEPARTMENT ASSESSMENT

DEPARTMENT

Human Resources

PURPOSE

Assess the organizational structure of the Human Resources (HR) Department, HR services delivered, select HR policies, HR processes and HR staffing levels utilizing a consultant, GovHR.

TIMING

Execute contract with consultant, Gov HR April 2022; commence the study May 2022; expected completion within 10 weeks of project kickoff date.

IMPLEMENTATION PROGRESS

N/A - implementation hasn't begun.

CHALLENGES

The expectations of the HR department are great and many considering the new way of work, employee expectations, ongoing legislative changes, growing City needs etc. The department is currently operating in a reactive mode, recently experienced significant staff turnover, is under-resourced to meet the current demands of the city, and would benefit from clear customer feedback to help deploy resources according to highest and greatest need.

OPPORTUNITIES

Move HR from a reactive service delivery model to a proactive strategic model; equip the HR department to meet the city's demands and/or prioritize and right size expectations and service delivery with current resources, enable department to meet our Equity commitment. Retain dedicated, high performing HR staff. Clearly define the expectations of the HR department and functions.

COMMUNICATION METHODS

Consultant to provide communications support.

ORGANIZATIONAL IMPACT

Primary, the HR department staff, secondary, citywide.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Simone Brooks

Project Lead: Lisa Colling

10. EMPLOYEE ENGAGEMENT SURVEY

DEPARTMENT

Human Resources

PURPOSE

Conduct an employee engagement survey to obtain baseline feedback from employees regarding their City of Hillsboro experience that will help inform City leadership's decision-making using input from our employees.

TIMING

Execute contract with consultant, Leisha DeHart through Gov HR April 2022; commence the survey June 2022.

IMPLEMENTATION PROGRESS

N/A - implementation hasn't begun.

CHALLENGES

The city does not currently possess baseline information from all employees across the city regarding their overall employment experience. As a result, we're making most decisions that impact employees without input or information that adequately reflects their perspective. Balancing expectations of the survey with the reality of what we can deliver upon once we receive the results.

OPPORTUNITIES

Begin building a culture that provides opportunities for employee input, and voice in City leadership's decision making and priority setting. Increase transparency, credibility and trust between employees and city leadership.

COMMUNICATION METHODS

Consultant to provide communications support in partnership with the CMO's Communications Division.

ORGANIZATIONAL IMPACT

Citywide.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Simone Brooks

Project Lead: Lisa Colling

11. ASSET MANAGEMENT

DEPARTMENT

Information Services

PURPOSE

Standardize asset management processes and procedures. Assist all departments and divisions to implement and advance programs following the standards. Integrate asset management information into decision making at the strategic level (budget, programs, policies, etc.).

TIMING

Development of plan kicked off Q1/2022. Recommendations due Q2/2022. Implementation plan due Q3/2022. Implementation to begin Q4/2022.

IMPLEMENTATION PROGRESS

Implementation hasn't begun.

CHALLENGES

Much of the current asset management is good but ad hoc. Need to standardize on repeatable process to ensure optimized management of assets and reliable information is available for other planning efforts.

OPPORTUNITIES

Organize disparate programs and take "best of" and lessons learned from each area to develop city wide standards.

COMMUNICATION METHODS

Still developing program. Will have a governance structure.

ORGANIZATIONAL IMPACT

Citywide.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Rahim Harji, Assistant City Manager
Project Lead: Maria Schlangen, Information Services
Program Owner: TBD

12. RECORDS MANAGEMENT

DEPARTMENT

Information Services

PURPOSE

Standardize records management processes and procedures. Assist all departments and divisions to implement and advance programs following the standards. Develop a plan and program that ensures compliance with public records law, increases government transparency, and improves operational efficiency.

TIMING

Development of plan kicked off Q4/2021. Recommendations delivered Q1/2022. Implementation plan due Q2/2022. Implementation to begin Q3/2022.

IMPLEMENTATION PROGRESS

Implementation hasn't begun.

CHALLENGES

Much of the current records management is poor. Need to standardize on repeatable process to ensure records are properly managed throughout their lifecycle.

OPPORTUNITIES

Improve the way records are managed so we can respond more quickly to requests (in some cases proactively), properly maintain documents, minimize storage of duplicates, and make sure that documents are available for future operational needs.

COMMUNICATION METHODS

Still developing program. Will have a governance structure.

ORGANIZATIONAL IMPACT

Citywide.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Rahim Harji, Assistant City Manager

Project Lead: Fred Kam, Information Services

Program Owner: City Records in City Managers Office

13. SMART CITIES INFORMATION GOVERNANCE

DEPARTMENT

Information Services

PURPOSE

Organize the management and utilization of data and information across the organization.

TIMING

Started Q4/2019 and was sidelined by COVID and then personnel losses. Plan to revise and initiate FY2022-23. Records management strategic plan includes an information governance model so that could be merged to re-launch.

IMPLEMENTATION PROGRESS

Started then stalled. Pending hiring of staff to manage program going forward.

CHALLENGES

Data is owned and managed by multiple sources with multiple levels of quality. Information is not widely used in decision making.

OPPORTUNITIES

By improving the quality of the data, it can be relied on for strategic decision making. Right now, most data is limited to use by the silos/business units who understand its flaws.

COMMUNICATION METHODS

On hold.

ORGANIZATIONAL IMPACT

Citywide.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Rahim Harji, Assistant City Manager

Project Lead: IS Staff and Leaders across the organization

Program Owner: Vacant position

14. GEOSPATIAL INFORMATION PROGRAM STRATEGIC PLAN

DEPARTMENT

Information Services

PURPOSE

Define the priorities for the future of the GIS system, applications, and information.

TIMING

Funded for FY 2022-23. Will start selection Q2/2022 with an intent to launch development of plan Q3/2022.

IMPLEMENTATION PROGRESS

To be developed. Expect implementation starting Q1/2023.

CHALLENGES

GIS is a tool that can be leveraged in many ways and the demand is high. We need to prioritize the needs and identify structural/architectural updates that need to be made to ensure the system meets the needs in the future.

OPPORTUNITIES

It's a chance to showcase how GIS has been leveraged so far and consider the possible for the future.

COMMUNICATION METHODS

Hasn't started.

ORGANIZATIONAL IMPACT

Citywide.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Rahim Harji, Assistant City Manager

Project Lead: Maria Schlangen, Information Services

15. SYSTEM MAINTENANCE ROADMAPS

DEPARTMENT

Information Services

PURPOSE

Identify and plan for ongoing upgrades, patching, and replacement of information systems (hardware and software).

TIMING

Ongoing, perpetual

IMPLEMENTATION PROGRESS

Several systems have roadmaps developed but more are under way. Currently developing capability within ServiceNow platform to link services to systems to hardware.

CHALLENGES

Keeping hundreds of systems up to date is difficult to track. Upgrades have large impacts on business users who are responsible for testing. Scheduling work needs to be thoughtful to ensure all resources are available but also that things are updated and supportable.

OPPORTUNITIES

Opportunity to identify all services and systems supported to ensure things are not forgotten.

COMMUNICATION METHODS

Specific to system but generally shared at monthly or quarterly meetings with departments who use the systems.

ORGANIZATIONAL IMPACT

Citywide.

INITIATIVE OR PROJECT LEAD

Led by System Analysts and Administrators responsible for the systems.

16. LIBRARY STRATEGIC PLAN AND WORK PLAN

DEPARTMENT

Library

PURPOSE

Library's strategic plan guides staff (and volunteers) in priorities, help with resource allocation, and provides a road map for what has been a multi-year period. Past plans on file include 2009 to 2012 and 2013 to 2017.

TIMING

From 2018 to 2021, the leadership team worked with the Library Board annually to create a work plan. This process had just begun in 2020 when the department experienced a leadership change followed by figuring out operations during the pandemic.

IMPLEMENTATION PROGRESS

Implementation for 2018 to 2021 has stalled. The pandemic has impacted implementation as well as the leadership changes that occurred. Growth in data analysis and outreach are big accomplishments, and progress on goals and initiatives have been shared through Citywide annual reports and in budget documents.

CHALLENGES

Prioritization of resources, hard to implement a plan and create a plan for the future when things are changing so quickly.

OPPORTUNITIES

Truly shifting toward community needs, integrating library further into City services.

COMMUNICATION METHODS

Internally usually email, Slack, and now moving into Office 360, may try Planner boards or utilize the tools available to track and show progress. Also Council presentations, Board presentations, and contributions to Citywide communications, like newsletters and reports.

ORGANIZATIONAL IMPACT

Library and across the organization. Also county impact as a member of WCCLS.

INITIATIVE OR PROJECT LEAD

Project Lead: Hillary Ostlund, Library Director and leadership team
Library Board

17. LIBRARY OUTREACH PLAN

DEPARTMENT

Library

PURPOSE

Prioritizing where to visit with library services, centering neighborhoods and areas without access to library service in decision making.

TIMING

Began in 2018, with the launch of the new strategic plan which had a real focus on community engagement and outreach.

IMPLEMENTATION PROGRESS

The Library has made significant progress and implementation reports in development. Monthly Board reports include outreach work, and data dashboards have been created to show where the library visits, based on census tracts.

CHALLENGES

Hillsboro is a very large geographic service area – the challenges we are trying to tackle are how to serve residents who may not or cannot get to a library location or easily access City services.

OPPORTUNITIES

Great awareness and promotion of City services, helps with advocacy and awareness as we begin levy-voting seasons (every 5-years for library levy), bridges access to residents who are not able to easily access library location.

COMMUNICATION METHODS

Emails, newsletters, Board reports, Council reports, data dashboards + social media for public awareness.

ORGANIZATIONAL IMPACT

Citywide. The Library often partners with other departments for outreach events and/or library staff (notably bilingual) will join larger City outreach efforts like with 2035 or HPD. There are many opportunities for efficiencies and collaboration.

INITIATIVE OR PROJECT LEAD

Executive Sponsors: Hillary Ostlund, Library Director and leadership team

Project Lead: Rocío Espinoza-Cotero, Outreach Coordinator

Library Board support

18. LIBRARY COST OF SERVICE ANALYSIS

DEPARTMENT

Library

PURPOSE

Considering the impacts of COVID, Library undertook a cost-of-service analysis in January 2021 to determine allocation of resources and prioritize services.

TIMING

Study conducted in January 2021, analysis throughout 2021, and the library is now in the process of reallocating personnel to better align with priorities, including outreach and community engagement work.

IMPLEMENTATION PROGRESS

In progress – aiming to implement in FY22-23

CHALLENGES

Change management, personnel changes, and pandemic-fatigue.

OPPORTUNITIES

Supporting community and Citywide and Library initiatives, changing perception of libraries.

COMMUNICATION METHODS

Communication has been internal with leadership level at this point, will include reports, meetings, and internal change management work to support employees.

ORGANIZATIONAL IMPACT

Mostly within the Library

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Simone Brooks, Assistant City Manager

Project Lead: Hillary Ostlund, Library Director and leadership team

19. WASHINGTON COUNTY COOPERATIVE LIBRARY SERVICES (WCCLS) STRATEGIC PLAN

DEPARTMENT

Library

PURPOSE

To prioritize WCCLS' service and commitment to member libraries.

TIMING

FY2020 to 2022

IMPLEMENTATION PROGRESS

Stalled and affected by Pandemic.

CHALLENGES

WCCLS works very internally and inwardly; needs to work outwardly with member libraries.

OPPORTUNITIES

Marketing, advertising, voter education.

COMMUNICATION METHODS

It's unsure if there is awareness of the system across the county, and the cooperative structure is confusing notably to voters. The public does not realize we are City departments and nonprofit libraries cooperative working together – we're not a district or a county-wide system.

ORGANIZATIONAL IMPACT

Mostly Library department, though funding implications affect the organization and general fund.

INITIATIVE OR PROJECT LEAD

Simone Brooks, Assistant City Manager and Hillary Ostlund, Director work with WCCLS-level initiatives.

20. LIBRARY FOUNDATION AND FRIENDS

DEPARTMENT

Library

PURPOSE

Awareness, advocacy, support of the library.

TIMING

Unknown

IMPLEMENTATION PROGRESS

Unknown

CHALLENGES

Difficult to ensure the groups' alignment with City and Library priorities – they often have their own agenda, based on their perceived community interest.

OPPORTUNITIES

Powerhouse for advocacy in the community – could really be helpful with community engagement.

COMMUNICATION METHODS

They maintain their own web sites and social media, not clear to the public who they are or how they fit into the City / Library (marketing/branding issues). They also send newsletters and mailing campaigns.

ORGANIZATIONAL IMPACT

Mostly Library department, but they are very active with City-level committees, like local option levy, 2035, and other boards/commissions so there is organizational impact.

INITIATIVE OR PROJECT LEAD

Hillary Ostlund, Director is liaison to the Foundation and Friends

21. ORGANIZATIONAL SUSTAINABILITY PLAN

DEPARTMENT

City Manager's Office, Office of Sustainability

PURPOSE

Defines Council-adopted organizational sustainability goals.

TIMING

Goals adopted in 2010; horizon is 2030.

IMPLEMENTATION PROGRESS

Goals and indicators established, on track for some goals, others not.

CHALLENGES

Addresses environmental problems affected by City operations.

OPPORTUNITIES

Enhanced coordination to reduce environmental impacts, reduce costs, improve quality of life.

COMMUNICATION METHODS

Periodic updates to administrative leadership and employees, City Council via email, briefings, newsletters, social media, etc.

ORGANIZATIONAL IMPACT

Organization-wide

INITIATIVE OR PROJECT LEAD

Project Lead: Office of Sustainability, City Leadership

22. ENERGY MANAGEMENT PLAN

DEPARTMENT

City Manager's Office, Office of Sustainability

PURPOSE

Focus to reduce energy use and cost by City operations.

TIMING

Originally adopted by Council 2013; updated 2019; ongoing, sustained work.

IMPLEMENTATION PROGRESS

Goals and indicators established; subset of facilities tracked here: <https://betterbuildingsolutioncenter.energy.gov/partners/hillsboro-or>; full suite of facilities and equipment tracked additionally; greenhouse gas inventory also available.

CHALLENGES

Energy use and cost, emissions of greenhouse gases that exacerbate climate change.

OPPORTUNITIES

Quarterly updates to directly involved staff, periodic email, newsletter updates to employees, regular reporting to leadership and community through these means and via BBC, in-person briefings.

COMMUNICATION METHODS

Periodic updates to administrative leadership and employees, City Council via email, briefings, newsletters, social media, etc.

ORGANIZATIONAL IMPACT

Organization-wide

INITIATIVE OR PROJECT LEAD

Project Lead: Office of Sustainability, City Leadership

23. COMMUNITY SUSTAINABILITY PLAN

DEPARTMENT

City Manager's Office, Office of Sustainability

PURPOSE

Defines community-wide sustainability goals and actions within Hillsboro 2035.

TIMING

Adopted 2015, regularly updated on 5-year schedule. Goal horizons vary from 2020 to 2035.

IMPLEMENTATION PROGRESS

Goals and indicators established; most recent report posted here: <https://bit.ly/3TPUq3f>, solid progress on majority of indicators. In process of updating indicators and goals.

CHALLENGES

Addresses environmental problems across the community.

OPPORTUNITIES

Numerous, generally resulting in better environmental and human health, quality of life, longevity of life on Earth.

COMMUNICATION METHODS

Annual report results communicated to internal and external stakeholders via City communication channels, in-person briefings.

ORGANIZATIONAL IMPACT

Organization and citywide.

INITIATIVE OR PROJECT LEAD

Project Lead: Office of Sustainability, City Leadership
Hillsboro 2035 Oversight Committee
Environmental Stewardship Committee

24. ORGANIZATIONAL ENVIRONMENTAL ASSESSMENT

DEPARTMENT

City Manager's Office, Office of Sustainability

PURPOSE

Strategic review of City's management of environmental resources, identify strengths and opportunities for this cross-departmental area of responsibility.

TIMING

Initiated in late 2021, final draft completed in June 2022.

IMPLEMENTATION PROGRESS

Interviews and data gathering complete, external interviews and benchmarking of three comparable cities complete, report drafting in progress.

CHALLENGES

Individual regulatory, operational and stewardship needs of responsible departments may result in disparate approaches, duplication, or opportunities to enhance City-wide environmental stewardship work.

OPPORTUNITIES

Assessment of organizational strengths and opportunities for improvement in the management of environmental resources.

COMMUNICATION METHODS

Results will be discussed with departmental and City leadership.

ORGANIZATIONAL IMPACT

Organization-wide.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Rahim Harji, Assistant City Manager

Project Lead: Office of Sustainability, Executive Team, Managers of Involved Departments

25. PARKS AND RECREATION SYSTEM PLAN

DEPARTMENT

Parks and Recreation

PURPOSE

Create an updated Parks & Recreation System Plan to reflect current and future needs for parks, recreation, and cultural services throughout the community. The planning process is specifically designed to incorporate robust community engagement to ensure that all voices are heard and considered in the process of developing the plan, with a special emphasis on diversity, equity, and inclusion. The result will provide a clear roadmap for the city regarding needs and priorities to better serve all members of the community, along with implementation strategies.

TIMING

RFP Selection Process Completed Q1/2022. Planning Process Initiated in Q2/2022 Condition Research and Report Q3&4/22, Community Engagement Q2-4/22, Draft Plan Development Q1&2/23, Plan Adoption Q3/23.

IMPLEMENTATION PROGRESS

Initial work by staff and consultant teams has been initiated.

CHALLENGES

Authentic community engagement while COVID is still a community health concern will be challenging, but various tools are available to overcome public hesitancy.

OPPORTUNITIES

Utilize an equity lens to better understand the variety of needs and discrepancies in how the city provides parks, recreation, and cultural services to the community, and to develop more equitable, diverse, and inclusive facilities, programs, and services to the community.

COMMUNICATION METHODS

Utilize a variety of methods and tools to engage all members of the community, with a special emphasis on communities that have been historically marginalized. Project website under development to inform and engage public and keep them interested as the process unfolds.

ORGANIZATIONAL IMPACT

Primarily focused on park & recreation facilities, programs, and services, but with citywide impacts.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Rahim Harji, Assistant City Manager

Project Lead: Ryan Stee, Parks & Recreation Department Project Manager

26. PUBLIC ART MASTER PLAN

DEPARTMENT

Parks and Recreation

PURPOSE

The 2008 Public Art Master Plan provides a framework for the establishment and development of a City of Hillsboro Public Art Program. The Plan describes the context and procedures for a Public Art Program with values, vision, and goals strongly connected to the Hillsboro 2020 plan and Downtown Renaissance Plan and outlines a phased implementation approach to developing an active public art program.

TIMING

The Public Art Master Plan was approved in 2008 and work has been ongoing to meet identified goals and develop recommended projects. In 2022, staff have been reviewing and assessing the existing plan to identify missed opportunities, areas for improvement, and documenting achievements. The plan is scheduled to be updated in 2023-2024.

IMPLEMENTATION PROGRESS

The 2008 plan outlined a model for establishing a Public Art Program, developing staffing resources, creating policy, and implementing projects. To date, the program has been established, staff positions have been funded, some policies have been adopted, and the collection has grown to over 100 works of art. The update to the plan has begun internally to identify missed opportunities, unrealized projects, and gaps in the policies. Currently, there are no formal progress indicators established.

CHALLENGES

The Public Art Masterplan addresses the desire for the following:

- An established collection of artworks of high quality and enduring value that will be preserved and maintained.
- The utilization of art to express the unique civic identity of Hillsboro.
- Using public art to create inviting spaces for people to gather, connect to each other and their community.
- Supporting local artists by encouraging their participation in public art creation and selection.
- Contributing to the efforts to strengthen Downtown.
- Establishing funding mechanisms that ensure consistent integration of public artwork throughout the city.

OPPORTUNITIES

Opportunity to build the foundational elements of a City of Hillsboro Public Art Program that includes City Council support, funding mechanisms, staffing, partnerships, and the develop of policies and procedures for operations. Utilization of phased in implementation steps ensure that program is fully operational, operating with “best practices”, and truly serves the community of Hillsboro.

COMMUNICATION METHODS

Utilize a variety of methods and tools to engage all members of the community, with a special emphasis on communities who are being underserved. This includes in-person and virtual meetings, surveys, forms, discussions, polls, information distributed on-line and in print, community engagement activities, and general conversations.

ORGANIZATIONAL IMPACT

The Public Art Program is intended to serve the City as a whole- as a collaborator with and liaison between City Departments, developers, organizations, artists, and community members.

INITIATIVE OR PROJECT LEAD

Project Lead: Karl LeClair, Public Art Supervisor

27. CULTURAL ARTS ACTION PLAN

DEPARTMENT

Parks and Recreation

PURPOSE

Recognizing arts and culture within the overall vision for Hillsboro's growth and development, the Cultural Arts Action Plan springs from the foundation built by the City of Hillsboro's 2020 Vision and Action Plan, the City's Strategic Plan, and the 2035 Community Plan to continue growing a seamless network of services that support a dynamic and diverse arts and culture environment in Hillsboro. The Cultural Arts Action Plan support the efforts of the city and community partners to facilitate, coordinate, and capitalize on the many creative assets in our community.

TIMING

Initiated in 2016, the plan was adopted by City Council in 2018. It was developed to mirror the timeline of the 2035 plan with implementation between 2019 and 2035. To meet the goals, initiatives, and actions in the Plan, a recurrent Cultural Arts program 3-year strategic planning process takes place and is approved by the Hillsboro Arts & Culture Council (HACC). As part of the implementation process, accomplishments and on-going progress is reported to the Hillsboro Arts & Culture Council and City Council annually.

IMPLEMENTATION PROGRESS

Implementation in on-going. We are currently in our second 3-year strategic planning process with staff and the HACC. This process was delayed due to the impact of COVID. Progress in meeting defined actions from the strategic planning process is tracked mostly quarterly with some items biennially. Progress is reported on annually to the HACC and City Council.

CHALLENGES

Five key focus areas surfaced in the development of the Plan:

- Increase awareness of arts and culture in Hillsboro,
- Encourage diversity, equity, and inclusion,
- Support, integrate, and showcase creative expression in the community,
- Interweave Public Art throughout Hillsboro,
- Improve the strength of the creative sector.

OPPORTUNITIES

Ideally, the Plan serves to provide the City with clear direction and distinct goals for enhancing arts and culture in the community while being responsive to the changes, needs, and growth that will occur from 2019-2035 in its on-going strategic planning process and implementation tracking. The plan provides opportunities to expand City division and department collaboration, grow meaningful community partnerships, and better serve the diversity of Hillsboro. It also positions the arts to assist in address the challenges of wealth disparity, racial tensions, creation of cross-cultural connections, and the breaking down of barriers to create a more integrated, connected Hillsboro.

COMMUNICATION METHODS

Initially a 21-person steering committee, community input meetings, and a bilingual survey were used to collect information to advise the development of the Plan. The plan is available in print and in our website. Program and project reports are made regularly to the HACC with a full report provided annually to the HACC and City Council through public presentations and in print.

ORGANIZATIONAL IMPACT

Currently, the Cultural Arts Action Plan has the most impact on the Parks and Recreation Cultural Arts Division and secondarily the Cultural Arts District Division and Special Events Program. There is some growing impact within the broader Parks and Recreation Department with intention to bring Plan implementation and collaboration into additional City Departments and programming as budget and resources allow.

INITIATIVE OR PROJECT LEAD

Project Lead: Michele McCall-Wallace, Cultural Arts Manager

28. PUBLIC WORKS STRATEGIC PLAN UPDATE

DEPARTMENT

Public Works

PURPOSE

Update of 2013 Department Strategic Plan.

TIMING

December 2021 – December 2022

IMPLEMENTATION PROGRESS

Contract executed with Barney & Worth; current state established; stakeholder survey and interviews underway; process indicators established and tracked.

CHALLENGES

The consultant recently finished the current state of assessment which included interviews, surveys, and workshops. Challenges include:

- Sufficient staff to meet current workload needs and the larger citywide efforts
- The ability to train and promote staff
- Have a clear direction on a division level due to the significant variations among the divisions.

OPPORTUNITIES

Optimize department performance and growth through the development of organization wide goals, objectives, priorities, and strategies for delivery of critical community focused programs and projects.

COMMUNICATION METHODS

Project delivery has communication plan embedded. Finalized deliverable to be communicated and shared widely internally and externally with key stakeholder departments.

ORGANIZATIONAL IMPACT

Primary impact will be felt internal to department through collaboration and prioritization of key initiatives and benchmarking. Secondary impact citywide through communication of department vision, objectives, strategies, and prioritization of internal and external initiatives.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Tom Arnold, Public Works Director, Tina Bailey, Assistant Director;

Champions: Department Leadership Team

Project Managers: Sean Morrison, Capital and Development Division Manager and Ashley Baggett, Project Specialist

29. FACILITIES MASTER PLAN

DEPARTMENT

Public Works

PURPOSE

Determine the current state and future needs of the City's buildings and grounds. Developing capital project priorities and funding strategies.

TIMING

The Facilities Master Plan is budgeted for Fiscal 2022-23.

IMPLEMENTATION PROGRESS

Budgeted for Fiscal 2022-23 and is dependent on filling staff vacancy.

CHALLENGES

The master plan will identify existing capital assets, prioritize future capital needs, and identify funding strategies and sources.

OPPORTUNITIES

Establishes a framework for capital development of new buildings, or redevelopment of existing building and grounds.

COMMUNICATION METHODS

Finalized deliverable to be communicated and distributed internally to all departments and externally to key stakeholders.

ORGANIZATIONAL IMPACT

The plan will impact all the Department across the City.

INITIATIVE OR PROJECT LEAD

Executive Sponsor, Tom Arnold, Director, Champion is the Facilities and Fleet Division Manager, currently vacant and or Sean Morrison, Capital and Development Division Manager.

30. CLEAN WATER SERVICES (CWS)/CITY OF HILLSBORO INTERGOVERNMENTAL AGREEMENT (IGA) UPDATE

DEPARTMENT

Public Works

PURPOSE

Existing IGA sunsets July 2022 and must be renewed.

TIMING

January 2022 – December 2023

IMPLEMENTATION PROGRESS

Interagency team has met biweekly to discuss areas of interest/concern targeted for modification. Several more meetings are scheduled.

CHALLENGES

The current Intergovernmental Agreement was adopted in 2004. The IGA establishes the program and reporting requirement, responsibilities, process for setting rates and charges, and detailing the performance standards for the stormwater and sanitary sewer utilities. As the community has grown so has the need to update our division of responsibilities. It takes time to coordinate and review all the proposed items to update.

OPPORTUNITIES

The City of Hillsboro and Clean Water Services are longstanding partners. The new IGA will allow our agencies to better coordinate and serve our communities with a higher level of services.

COMMUNICATION METHODS

The City and CWS have developed a core team to meet bi-monthly. Additional subject matter experts are looped in on appropriate topics. The meeting agendas, minutes, and action items are communicated through Microsoft teams. The final IGA will be shared internally and routed through the respective agency's Council for review and adoption.

ORGANIZATIONAL IMPACT

The IGA primarily impacts Public Works and how the Stormwater and Sanitary Division operate the utilities. Secondary is the Community and Economic Development and Finance Departments.

INITIATIVE OR PROJECT LEAD

Executive Sponsor Rahim Harji, Assistant City Manager and Department Champions Tom Arnold, Director and Allison Bergseng, Stormwater and Sanitary Sewer Division Manager.

31. SANITARY SEWER MASTER PLAN

DEPARTMENT

Public Works

PURPOSE

Update the 2013 Sanitary Sewer Master Plan that was developed in coordination with Clean Water Services (CWS) basin master plan.

TIMING

May 2022 – May 2023

IMPLEMENTATION PROGRESS

Contract executed with Brown and Caldwell. The kickoff meeting was held in June 2022. The consultants and City staff are working on data collection and reviewing background information.

CHALLENGES

It will conduct an analysis of the sanitary sewer system, identify and prioritize capital improvement projects, and examine maintenance metrics. The plan will audit funding levels of the entire program, inclusive of the Local Service Fee (LSF), Sanitary Operating fund, and System Development Charges. Clean Water Services is conducting a Basin Wide Sanitary Sewer Master Plan and a comprehensive rate study in a similar timeline. The completion of CWS's respective studies may result in updates to the Hillsboro Sanitary Master Plan.

OPPORTUNITIES

Have a greater understanding of the existing system capacity and future growth needs. A prioritized list of capital improvement projects. A Developed sanitary system financial plan. Provide better customer service.

COMMUNICATION METHODS

The project delivery has communication plan embedded. The finalized Sanitary Sewer Master Plan to be communicated and shared widely internally with departments and externally with key stakeholders and the community.

ORGANIZATIONAL IMPACT

The Sanitary Master Plan will primarily impact the Public Works Department and help guide the City over the next 10 years. The Public Works Department will work in coordination with Clean Water Services.

INITIATIVE OR PROJECT LEAD

Executive Sponsor is Tom Arnold, Director, The Project Manager is Allison Bergseng, Stormwater and Sanitary Sewer Division Manager and Champions are Charlie Shell, Project Manager and Coral West, Engineering Associate.

32. SIDEWALK MAINTENANCE PROGRAM DEVELOPMENT

DEPARTMENT

Public Works

PURPOSE

The program will identify areas where there are gaps in pedestrian pathways and develop a framework for prioritizing areas and funding strategies to build new sidewalks or repair existing ones.

TIMING

July 2022-23

IMPLEMENTATION PROGRESS

TBD

CHALLENGES

Identify high traffic areas where sidewalks do not exist or need rehabilitation based on the greatest community benefit.

OPPORTUNITIES

The equity pilot project identified in the Public Works Strategic Plan will help prioritize areas of greatest need.

COMMUNICATION METHODS

To be determined as project evolves.

ORGANIZATIONAL IMPACT

Primarily impacts Public Works.

INITIATIVE OR PROJECT LEAD

Executive Sponsor is Rahim Harji, Assistant City Manager and Champion is Tina Bailey, Assistant Director, and Transportation Principal Engineer, currently vacant.

33. BIKE/PEDESTRIAN CAPITAL IMPROVEMENT PROGRAM RENEWAL

DEPARTMENT

Public Works

PURPOSE

Bicycle & Pedestrian Capital Improvement Program (BPCIP) is a ten-year plan guiding transportation investment. The BPCIP prioritizes a list of sidewalks, bike lanes, and enhanced crossing projects throughout the City.

TIMING

2010-2019 Bike & Pedestrian Capital Improvement Program Plan. A revised 10-year BPCIP is pending and will be renewed upon the hiring the Principal Engineer.

IMPLEMENTATION PROGRESS

The Transportation System Plan was recently adopted. The updated TSP includes BPCIP project selection guidance based on input from the community. It will be used to develop the 2020-2029 BPCIP project list. The BPCIP renewal is pending the Transportation Engineering staff vacancy.

CHALLENGES

Determine areas of missing bicycle and pedestrian facilities and developing a prioritized list of improvements.

OPPORTUNITIES

Utilize an equity lens to understand the variety of needs and discrepancies in how the City provides investments in bicycle infrastructure.

COMMUNICATION METHODS

The project will be communicated widely utilizing City engagement tools for public input. The final plan will be shared and adopted by Transportation Committee and Council.

ORGANIZATIONAL IMPACT

The BPCIP plan involves the Transportation Planning Division of the Economic and Community Development Department and externally it impacts the community by investing in bicycle sidewalk infrastructure.

INITIATIVE OR PROJECT LEAD

Executive Sponsor is Tina Bailey, Assistant Director and Champion is Transportation Principal Engineer, currently vacant.

34. TRANSPORTATION SAFETY ACTION PLAN (TSAP) UPDATE

DEPARTMENT

Public Works

PURPOSE

Transportation Safety Action Plan (TSAP) is a document that reviews transportation-related crashes involving vehicles, pedestrians, or bicycles to find trends and identify strategies to reduce crashes throughout the City.

TIMING

The plan was adopted in 2017.

IMPLEMENTATION PROGRESS

The scheduled update is for 2022-23 fiscal year and is now pending the Transportation Engineering staff vacancy.

CHALLENGES

The funding and staffing capacity to update the TSAP and implement the newly identified strategies. The current data in the TSAP is from 2010-2014. All new data will have to be collected and analyzed. Update the framework and revise the strategies using the four E's (Engineering, Enforcement, Education, and Emergency Response) of safety to identify what can be implemented to improve safety.

OPPORTUNITIES

The vision is to strive toward zero serious injuries and fatalities related to transportation crashes by 2035.

COMMUNICATION METHODS

The project will be communicated widely utilizing City engagement tools for public input and City communication tools to share information with the community. The final plan will be shared and adopted by Transportation Committee and Council.

ORGANIZATIONAL IMPACT

Departments include Police, Risk, Economic and Community Development, Fire, and Parks. External partners include Oregon Department of Transportation, Hillsboro School District, Tri Met, Metro, Washington County, Tualatin Valley Fire and Rescue, Westside Transportation Alliance, and the Railroads.

INITIATIVE OR PROJECT LEAD

Executive Sponsor is Tina Bailey, Assistant Director and Champion is Traffic Section Engineering Manager.

35. WATER SYSTEM MASTER PLAN, STRATEGIC PLAN + KPI IMPLEMENTATION

DEPARTMENT

Public Works

PURPOSE

The Hillsboro Water Department develops and completes two plans that govern the capital improvement plan, regulatory requirements, operations and maintenance, and strategic initiatives work for the Hillsboro Drinking Water System. One of these plans includes the Hillsboro Water System Master Plan that is required by the Oregon Health Authority to meet the regulations of EPA's Safe Drinking Water Act. The other plan is the Water Department's Strategic Plan that was recently developed as a road map to manage and resources our key priorities and initiatives. The Hillsboro Utilities Commission was formed by City Charter and has authority over these planning processes and approvals.

The Water Department completed its Strategic Plan during FY 2022 and has committed to reporting on progress in implementing strategic plan initiatives and to developing key performance indicators for each Division. Some of the initiatives will require the collection of new data, and Barney and Worth and the Formation Lab will provide support for these activities. The Water Department Strategic Plan is scheduled for approval at the May 10, 2022 Utilities Commission meeting.

A few examples of data collection needs from Strategic Plan initiatives include:

- 1.2.2 Conduct a bi-annual community survey focused on customer priorities and values.
- 1.3.4 Develop and implement system for tracking and reviewing department-specific training.
- 2.1.3 Refine data asset recording and analysis and develop standard report templates.

Additionally, the Department is developing key performance indicators (KPI) for each Water Department Division.

TIMING

The Department has committed to the following Strategic Plan reporting milestones:

- Quarterly updates the Water Director
- Semiannual update to the Utilities Commission at public meetings
- Annual update to City leadership

IMPLEMENTATION PROGRESS

Project start date is July 1, 2022. All work should be completed by June 30, 2023, except the first annual report will be in Fall 2023.

CHALLENGES

This project will provide the Water Department with more data for decision-making. By identifying and tracking divisional KPIs and strategic plan implementation progress, Department staff will receive more quantitative information about challenges and choke points.

OPPORTUNITIES

The most important opportunity is that all the feedback and reporting will help Water Department staff to improve efficiency, while also meeting important goals and better aligning work to UC and City Guiding Principles. Staff were deeply involved in developing the initiatives. This will provide reporting to the public through presentations at UC public meetings which further will support transparency.

COMMUNICATION METHODS

The Department's communications staff will coordinate with City staff to inform customers and other constituencies on the progress reports and highlight accomplishments. Specifics in this area will be developed with facilitation from the consultant.

ORGANIZATIONAL IMPACT

These activities will have a material impact on the Department as staff make progress on initiatives and as divisional KPI reports are published. This in turn can create a positive impact across the city as well. Some of the data may need to be retrieved from other city departments. Staff from other departments may occasionally be invited to participate in a Water Department meeting or workshop.

Asset Management: working on city-wide initiative with multiple departments and CMO.

SCADA Master Plan: primarily impacts IS Dept but already working on it with them

Water Supply Integration: Will require support from communications (water PIO), IS, and Public Works

INITIATIVE OR PROJECT LEAD

Water Director, each Division manager, and key staff will be involved in these activities. The Business and Administration manager and staff will lead the project with the consultant.

36. DEVELOPMENT SERVICES STRATEGIC PLAN

DEPARTMENT

Economic and Community Development

PURPOSE

The strategic planning project aims to better align service delivery to the needs of the community by following a customer-centric service model.

TIMING

The plan was created in April 2022. Current State Analysis (CSA) performed July 2019 to January 2020, Future State Mapping performed March 2020 to April 2022, Implementation May 2022 to Current.

IMPLEMENTATION PROGRESS

Tracked all phases with project spreadsheets and timelines, tracked goals and deadlines. Currently working on an implementation plan and prioritization criteria for that phase of the plan to begin.

CHALLENGES

Following a strategic planning initiative for the newly consolidated Economic and Community Development Department, it was determined that Development Services required an update of their operational processes to improve standardization and alignment. They were also in need of upgraded and enhanced technology.

OPPORTUNITIES

Identified over 150 items on our Opportunities for Improvement list to mitigate during the CSA.

COMMUNICATION METHODS

Emails, Staff Meetings, Reports, Presentations

ORGANIZATIONAL IMPACT

Department and across partner development departments. We also collaborate with other external regulatory agencies which are impacted by our business process.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Dan Dias

Project Managers: Ruth Lang & Erika Lopez

37. HILLSBORO COMPREHENSIVE PLAN

DEPARTMENT

Economic and Community Development

PURPOSE

The Comprehensive Plan is a planning document that directs all activities related to land use and the future of natural and man-made systems and services in Hillsboro. The plan helps manage expected population and employment growth through a set of goals, policies, and implementation measures that align with the community's vision.

TIMING

Adopted November 2017.

IMPLEMENTATION PROGRESS

Implementation measures, required to developed per state law for Comprehensive Plan goals and policies, are to be prepared beginning in FY 2023-24.

CHALLENGES

Hillsboro's last 30 years have brought rapid change and remarkable success. With further change on the horizon, we turned to the community for guidance that will shape how Hillsboro grows and develops in the future. This plan, to guide Hillsboro's evolution over the next 30 years and beyond, overcomes the challenge of the previous Comprehensive Plan not being thoroughly updated since the early 1980s.

OPPORTUNITIES

The initiative helps coordinate public investments and to make decisions about new development, existing neighborhoods, transportation, and a variety of other topics.

COMMUNICATION METHODS

A project webpage communicates this initiative and ongoing progress to the organization, community, and other stakeholders.

ORGANIZATIONAL IMPACT

Organization-wide.

INITIATIVE OR PROJECT LEAD

Project Lead: Dan Rutzick, Long Range Planning Manager

38. WORKFORCE DEVELOPMENT STRATEGIC PLAN

DEPARTMENT

Economic and Community Development

PURPOSE

- Support traded-sector businesses, with a focus on advanced manufacturing, to establish and refine workforce strategies and develop initiatives to support recruiting, training, and advancing workers.
- Study workforce and labor market trends and use data to support evidence-based programming and policymaking.
- Develop inclusive workforce programming and resources prioritizing women and minorities.
- Optimize access for local workers to livable wage employment and increase economic mobility.
- Build a diverse pipeline of talent to meet local industry needs and maximize employability skills for youth.
- Implement workforce programming that drives prosperity for all residents and supports local businesses.

TIMING

The Workforce Development Strategic Plan was finalized presented to City Council in September 2021. The plan will be assessed and updated at the beginning of FY2023.

IMPLEMENTATION PROGRESS

Each identified initiative and task has:

- An aligned project frequency ranging from weekly to quarterly
- Prioritization from low to high
- Projected completion date

Progress is tracked in a shared Excel document.

CHALLENGES

This plan is developed to address a workforce shortage, primarily in the traded sector, raise public awareness and advocacy, and leverage partnership to better serve priority populations and increase economic mobility for historically underserved residents.

OPPORTUNITIES

This plan is an opportunity for Hillsboro to lead the county and the state in creating and leading short and long-term workforce strategies to maintain a competitive advantage in business recruitment and retention while supporting and building community.

COMMUNICATION METHODS

Annual updates provided at a City Council Work session, partnering with the communication division to market efforts and opportunities, and sharing with external stakeholders on a variety of platforms.

ORGANIZATIONAL IMPACT

This plan impacts the Economic and Community Development Departments and also impacts many external stakeholder and partners including Centro de Prosperidad, Worksource Oregon, Hillsboro School District, Portland Community College the Hillsboro Manufacturing Workforce Partnership and the Washington County Chamber of Commerce.

INITIATIVE OR PROJECT LEAD

Executive Sponsor: Dan Dias

Project Lead: Kristi Wilson is currently serving as the project manager under the guidance of Jim Riley

PROPOSED PROCESS + FINDINGS

In reviewing the internal and external research, the SSW team identified the following findings listed below to consider as the City of Hillsboro develops their strategic planning process. Additionally, the City is currently working on an employee engagement effort that will yield insights that can inform this process. Once the results of this effort are available, the process will be reviewed and updated to reflect any new information gathered from COH employees with the goal of centering their voices in this process to develop a plan that is broadly supported and ready to implement.

01 EXTERNAL ENGAGEMENT

- Levels of external engagement varied based on other engagement practices in the community.
- External engagement fosters community support for the city's work, builds trust, and creates transparency. Investing in engagement practices that reach a broad segment of the population can help implementation efforts be more successful.
- Hillsboro has many engagement practices currently underway that could be streamlined through a strategic planning process and inform a variety of projects, programs, and initiatives. The city could also leverage the Hillsboro 2035 engagement practices to broadly inform the plan, use targeted engagement to reach specific segments of the community and address any engagement gaps, and use the results to inform the plan.

02**INTERNAL ENGAGEMENT**

- Clear communication throughout the process with all stakeholders. Engage stakeholders early and throughout each phase or major milestone of the project
- Develop a communication and engagement plan to guide the engagement efforts throughout the strategic planning process.
- Following development of the plan, identify clear leads for actions/objectives and consider use of cross-departmental teams wherever possible to foster a strong culture of strategic management and organization-wide support of the plan.
- Prepare training opportunities for staff to support them in the implementation of the plan.

03**PLAN DESIGN**

- Create an overarching strategic plan for the city that ties into the biennial budget process, community engagement efforts (community surveys, etc.), and Council goal setting/retreat.
- Consider using department “business plans” that are aligned and formatted similarly to the overarching strategic plan. This helps to maintain alignment and supports the “strategic management” culture.
- Offer strategic plan training, orientation, and staff resources to help maintain consistency, communication, and momentum for continuous updates and implementation.

04**ORGANIZATIONAL ALIGNMENT**

- Reformat other department strategic plans or initiatives where possible into “business plans” or “work plans.” Use a consistent template or methodology to help maintain the alignment between the work of the departments and the overarching mission, vision, values, and goals.

AN INTEGRATED STRATEGIC PLANNING PROCESS

The process graphic below depicts how various initiatives are interrelated in the strategic planning process. This graphic was developed with significant organizational input to foster alignment in this work.



This graphic depicts the phases of the strategic plan development. There are many interconnected pieces for this effort, so the timeline and process will be revisited and updated as needed to maintain alignment with our project goals.

