# One City, One Team
## A STRATEGIC PLAN FOR OUR FUTURE

2024

# Strategic Plan

Prepared for:
**City of Hillsboro** | **2024 - 2034**

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**Note to reader:** The purpose of this document is to provide additional details about the plan, process, and a list of ALL goals and initiatives. It will provide an interim view of the full list of goals and initiatives until the interactive software is ready to integrate on the website.

# Letter from City Manager

Hello, City of Hillsboro team & community:

**We are excited to share with you our strategic plan, which will serve as the City's roadmap for the next 10 years.** This plan continues our path to becoming more strategic in addressing and responding to our community's needs.

As "One City, One Team", we developed this strategic plan that embodies our collective vision for the growth, prosperity, and well-being of our community.

People throughout our organization have worked diligently and collaboratively over the past two years to develop a strategic framework that reflects the aspirations and priorities of our diverse and growing community, and the needs of our employees. Through an extensive engagement process and data-driven analysis, we have redefined our mission, vision, and values, and crafted a plan that addresses the challenges and opportunities on the horizon.

Our strategic plan is more than a document; it is a commitment to action. It outlines clear goals, strategies, and measurable objectives across key areas, including:

- **Equity**
- **Employee Well-Being & Safety**
- **Organizational Resiliency**

- **Communication & Connection**
- **Safety & Supportive Services**
- **Sustainable Infrastructure**

Focusing on these goal areas, we aim to enhance the quality of life for all residents and ensure that our City remains vibrant, inclusive, and resilient over the next 10 years and beyond — and strives to meet the needs of our employees.

I encourage you to review the strategic plan and familiarize yourself with its details. Your input and feedback have been invaluable throughout this process. Your continued engagement will be essential as we work together to turn our vision into reality. As "One City, One Team," we can build a future that we can all be proud of —reflecting the spirit, diversity, and character of our remarkable city. Thank you for your ongoing support and partnership.

Robby Hammond

# Acknowledgments

The City Council and Strategic Planning Team are grateful to the hundreds of employees who participated in the strategic planning process to share their perspectives, experiences, and ideas. Every voice was welcomed and included in the process, and the resulting goals and initiatives reflect this engagement.

The community's voice was present through important engagement efforts like Hillsboro's 2035 Community Plan, the Comprehensive Plan, and many other strategic initiatives that used community engagement practices to reach a diverse audience across Hillsboro.

The Strategic Planning Team, in partnership with the consulting team, led the engagement efforts and created accessible opportunities to develop the plan. The members of these teams are acknowledged below.

## CITY COUNCIL

Mayor Steve Callaway

Council President Anthony Martin

Councilor Olivia Alcaire

Councilor Rick Van Beveren

Councilor Beach Pace

Councilor Gina Sanchez Roletto

Councilor Kipperlyn Sinclair

# STRATEGIC PLANNING TEAM

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Sasha Konell, Engagement Strategist

# Introduction

Hillsboro has earned national praise as one of the best places to live in America. City employees pride themselves on providing excellent quality services to all community members, enhancing Hillsboro's hometown livability, and being good stewards of public resources to uphold the community's trust. As Hillsboro continues to grow and change, the organization, too, has continued to adapt and innovate to meet the diverse needs of the community.

The City's last strategic plan was developed in 2010 and much has changed over the past 14 years, including the size and demographics of the population, increased development in the community, and technological advances in our service delivery. The global pandemic also presented unprecedented challenges and disrupted many systems. This environment of change offered an important and exciting opportunity for the City to consider how the organization delivers services to the community.

In January 2022, the City of Hillsboro began the process to update the City's Strategic Plan that would include a new mission, vision, and values, and the alignment of all Citywide strategic initiatives, City Council Priorities, the Hillsboro 2035 Community Plan, and the biennial budget to guide the organization for the next ten years. The resulting Strategic Plan includes six goal focus areas with supporting initiatives under each goal designed to drive the vision forward in alignment with the City's mission, vision, and values.

**Why does the City of Hillsboro need a Strategic Plan?** As the City looks ahead to the next ten years and beyond, there will be more developments, opportunities, and challenges to navigate and adapt. Given this changing landscape and the City of Hillsboro's commitment to deliver responsive and high-quality services to the community, the organization has adopted a culture of strategic management in which the Strategic Plan plays a central guiding role for internal operations and service delivery to the community.

**What is strategic management?** Simply stated, strategic management is the way an organization pursues goals with a tactical, purposeful, and efficient approach that results in understanding of what the City is doing, when, why, how, and who is involved.

**How is strategic management achieved?** Alignment is a key component in a culture of strategic management. Throughout the strategic planning process, the project team intentionally collaborated with all City staff, the community (through ongoing engagement efforts), and the City Council to support alignment across the initiatives generated during the outreach. The resulting goals and initiatives in the Strategic Plan will be directly connected to the biennium budget process to align them with financial and staffing resources to advance the work.

Achieving organizational alignment is complicated, time-consuming, and ongoing work, but is critical to strategic management. Embedded in this culture is accountability for results. Having a clear picture of the goals, initiatives, priorities, and staff responsible for implementation fosters accountability between City staff and the community they serve.

**How does strategic management support the City's commitment to equity?** At the center of this work is Hillsboro's commitment to equity. The City's Equity Statement guided the development of the strategic planning process and the design and execution of the outreach for the plan. The Equity Statement serves as the overarching direction in how the City operates, equips employees, and serves the community.

Equity is essential to providing exceptional public services and creating an inclusive and safe work environment for everyone. The plan reflects the commitment to equity in the mission, vision, values, goals, and strategic initiatives found in the Strategic Plan, including the requirement to use an equity lens on several initiatives.

# City of Hillsboro Equity Statement

The City of Hillsboro is committed to equity. Equity work aims to remove barriers and eliminate social and economic disparities by centering those who have been excluded from the decision making process. Equity is the pursuit of equal outcomes.

We acknowledge that equity, particularly racial equity, is essential to providing exceptional public services — and to creating an inclusive and safe work environment for everyone.

The City recognizes that people of color and other communities continue to be marginalized and excluded — both intentionally and unintentionally — from constructing the institutions that govern our lives and the services we depend on to protect our health, safety, and well-being. We further acknowledge that structural and cultural barriers impact access to, and representation in, City government.

The City of Hillsboro has a pivotal role in creating a sense of belonging for all people. We must be inclusive in developing and implementing policies to ensure that City services are responsive to race, ethnicity, gender, sexual orientation, ability, religion, and other individual identities.

We acknowledge that without an intentional focus on equity, we will continue to perpetuate and deepen inequality.

To realize our mission and core values, the City of Hillsboro commits to integrating equity into the fabric of our organization and the delivery of public services in pursuit of equal, fair, and just outcomes for all.

**Figure 1: Hillsboro's blueprint for developing an integrated Strategic Plan**
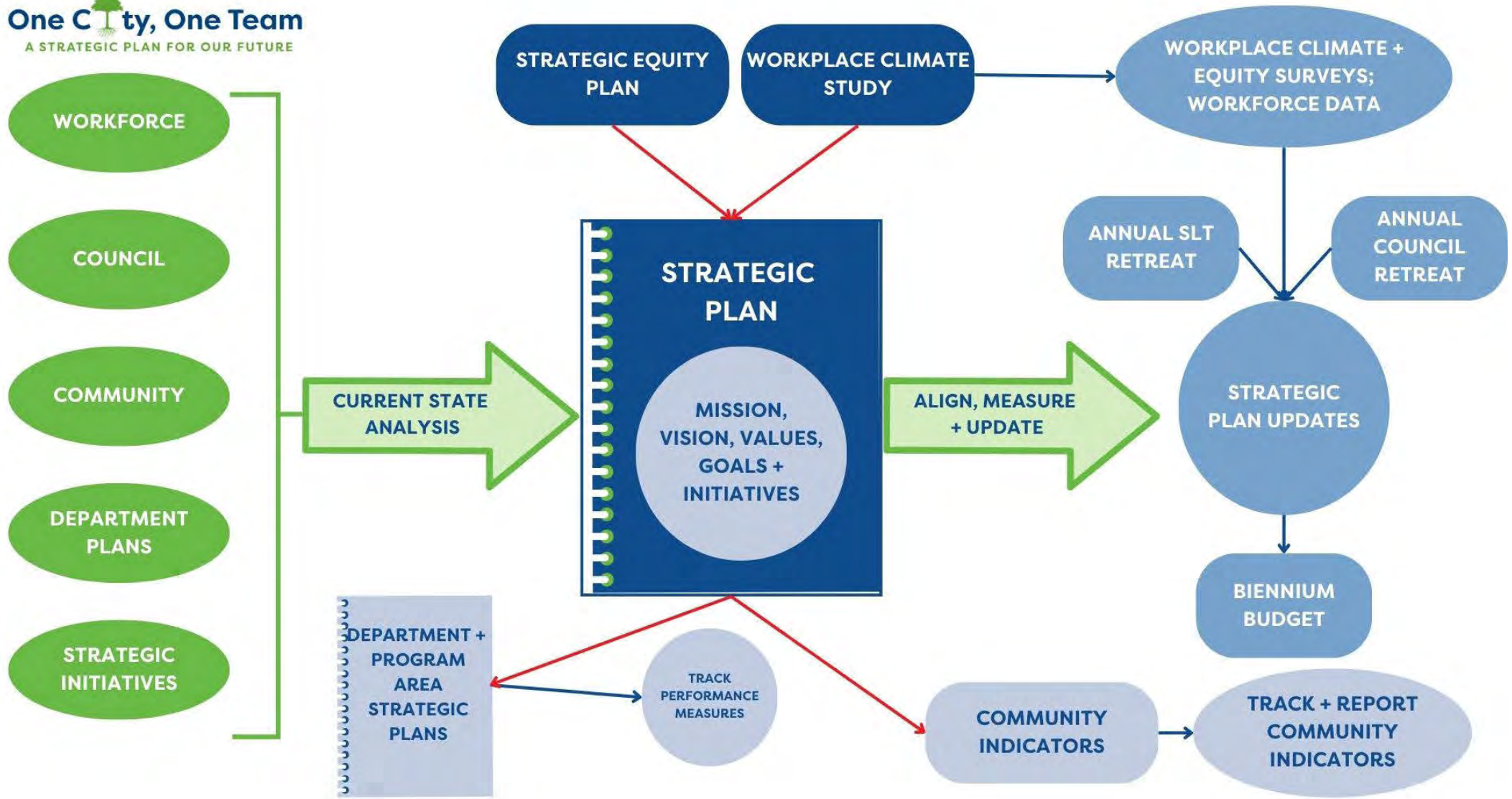
**What role does the Strategic Plan play in fostering a culture of strategic management?** The updated Strategic Plan will guide the work of the organization over the next ten years, keeping the City focused on the priorities identified through extensive community and organizational engagement, and allocating staff capacity and resources accordingly. At the same time, regular intentional conversations about the Strategic Plan will result in scheduled updates to keep the plan flexible and relevant to needs of the organization and community.

**When did the City begin the process to update the Strategic Plan?** In January 2022, the City of Hillsboro began the process to update the City's Strategic Plan to develop a new mission, vision, values, and goals aligning:

- The voice of the City's employees and City Council
- All Citywide strategic initiatives
- City Council Priorities
- Hillsboro 2035 Community Plan
- Biennial Budget
- Results of the Employee Workplace Climate Study
- Strategic Equity Plan
- Department Plans

The resulting Strategic Plan includes six goal focus areas with supporting initiatives under each goal designed to drive the vision forward in alignment with the City's mission, vision, and values.

# Strategic Planning
# Goals

The strategic planning effort began in January 2022 and set out to achieve the following goals:

- Transition to a **culture of strategic management** that aligns the City's strategic initiatives.
- Plan that helps people **understand and feel connected to our vision**, serves as a source of motivation and inspiration, and reminds us that we are **ONE city.**
- **Accessible, transparent, and FUN process** that provides opportunities for internal and external stakeholders to engage and understand how the city operates.
- Serves as a **management tool for the organization** and align the City Council's principles and priorities with the work we do.
- **Incorporate the City's equity goals into the process,** apply an equity lens in revising the mission, vision, and values, and incorporate equity in establishing goals, strategies, and objectives.

# Strategic Planning
# **Process**

Guided by Hillsboro's Equity Statement, the City developed the Strategic Plan with an emphasis on community and staff engagement, and collaboration between elected officials and City staff. The "One City, One Team" strategic planning process was organized into four phases:

## STRATEGIC PLANNING PROCESS

CURRENT STATE ANALYSIS → OUTREACH → STRATEGIC PLAN DEVELOPMENT → STRATEGIC PLAN IMPLEMENTATION

## Current State Analysis

In preparation for a successful process, the consultant team conducted external and internal research to ensure a sound understanding of the best planning methods to serve the organization and a comprehensive analysis of the City's existing strategic initiatives.

- The external research included a review of strategic planning practices from four successful organizations across the country and recommendations for Hillsboro's process.
- The internal research detailed over 40 strategic initiatives, documenting key elements, such as purpose, timing, progress, challenges, opportunities, key indicators, evaluation tools, and communication methods.
- The current state analysis assessed the organization's current work and provided a better understanding of the alignment between initiatives, gaps in addressing organizational and/or community needs, and opportunities to consider in the strategic planning process. The results of the analysis informed the process for updating the Strategic Plan, as well as the design of the plan.

## Outreach + Engagement

The Strategic Plan draws heavily on the extensive community outreach conducted through a variety of City plans and initiatives, including the Hillsboro 2035 Community Plan to provide a strong link to community priorities and ensure the Plan is reflective of all people in Hillsboro.

The strategic planning process included two annual City Council goal-setting retreats to identify policy-level goals for staff to refine with sub-goals to meet the policy initiatives. Additionally, the City Council participated in strategic planning workshops at key milestones in the project to inform the Strategic Plan framework, the mission, vision, values, and goals, and ensure alignment among Council, organizational, and community priorities.

Over the course of the two-year strategic planning process, the Strategic Planning Team conducted inclusive organizational engagement to gather input from employees for the development of the mission, vision, values, goals, and initiatives for the organization, including:

- One-on-one interviews
- An online survey
- 22 in-person events across Hillsboro at various City facilities
- 12 focus groups

Additionally, many employees also participated in a Workplace Climate Study that supported the strategic planning work. The City partnered with the University of North Carolina (UNC) Local Government Workplace Initiative to conduct a comprehensive Workplace Climate Study providing employees with the opportunity to share their opinions and help senior leaders understand the City of Hillsboro workplace and how it can be improved. Nearly two-thirds of the 1,000+ full-time employee and one-third of the nearly 400 part-time employees completed the survey, and over 200 employees participated in focus groups. The Workplace Climate Study identified Citywide strengths, as well as areas for improvement that could be addressed in the update of the Strategic Plan.

# Engagement Calendar

| PROCESS/TASK | 20221 | | | | 2023 | | | | 2024 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Current State Analysis | | | ▭ | ▭ | | | ▪ | | | | | |
| Council Workshops | ● | | | | ● | | ● | | | | | |
| Strategic Plan Team Workshop/ Meetings | | ▭ | | | ▭ | ▭ | | | | | | |
| Expanded Leadership Team Workshop/ Meetings | | ● | | | ● | | | | | | | |
| Workplace Climate Study | | | | ● | | | | | | | | |
| Mission, Vision, Values, + Goal Focus Area Engagement Events | | | | | | ▬ | ▬ | | | | | |
| Action Planning Focus Groups | | | | | | ▭ | | | | | | |
| City Manager Communication | ▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬ | | | | | | | | | | | |
| Project Fact Sheet | | | | | | ▪ | | | | | | |
| Engagement Results Handout | | | | | | ● | | | | | | |
| Project Webpage | | | | | | | | | | ▪ | | |
| Organizational Review | | | | | | | | | | ● | | |
| Strategic Plan Implementation Communication | | | | | | | | | | | | ▭ |

# Engagement
# by the numbers

| | | |
|---|---|---|
| **18** | 👤👤👤👤👤👤👤👤 | **Strategic Planning Team Members** |
| **11** | 👤👤👤👤👤👤👤👤 | **Participating Departments** |
| **600+** | 👤👤👤👤👤👤👤👤 | **Employees Engaged** |

**5**
**Workshops**

**22**
**Staff Focus
Group Meetings**

**366**
**Strategic
Initiatives**

**Strategic Plan Development**

In April & May 2023, the project team conducted 22 events engaging nearly 700 employees from all City departments at various City facilities. During these events, employees shared their perspectives and input on the City's purpose, desired state in the next ten years, the values that guide their work, and issues or areas where the City should focus capacity and resources. The project team compiled thousands of comments to search for common themes and ideas to build a draft framework for the Strategic Plan, including the organization's mission, vision, refined values, and goal focus areas.

Simultaneously, the UNC team analyzed results from the Workplace Climate Study survey and hosted focus groups with 200 employees to gather additional information from staff to inform Citywide themes and opportunities to be addressed in the Strategic Plan.

In June 2023, the project team presented the results of the Strategic Plan engagement, including the Expanded Leadership Team workshop, City Council retreats, employee events, and Workplace Climate Study, to the Strategic Planning Team. The Team reviewed, discussed, and refined the draft mission, vision, values, and goal focus areas. Following the refinement of the Strategic Plan framework by the Strategic Planning Team, the project team presented the refined framework to the Expanded Leadership Team in July 2023 and incorporated additional refinements. In September 2023, the project team updated the City Council on the outreach results to gather their feedback on the draft mission, vision, values, and goal focus areas.

**Focus Groups**

In October & November 2023, the project team worked directly with over 200 employees from all City departments, including members of the Strategic Planning Team, in a series of focus groups for each goal focus area. The focus group participants provided meaningful feedback to further refine the mission, vision, and values to ensure they resonate with staff. Additionally, participants developed supporting initiatives for each goal focus area, informed by the 49 plans included in the Current State Analysis Report and the results of the Workplace Climate Study.

The resulting Strategic Plan is a product of comprehensive organizational engagement and refinement designed to include as many voices and perspectives as possible in the development process.

**One City, One Team**
A STRATEGIC PLAN FOR OUR FUTURE

**3 ORGANIZATIONAL RESILIENCY**

**4 COMMUNICATION + CONNECTION**

**2 EMPLOYEE WELL-BEING**

**5 SAFETY AND SUPPORTIVE SERVICES**

**1 EQUITY**

**6 SUSTAINABLE INFRASTRUCTURE**

VISION
**Growing great things in a place where you are supported, connected, and belong.**

MISSION
**To provide City services that support a safe, sustainable, and inclusive community**

VALUES

**Leading with ethics, integrity, and accountability**

**Diversity, equity, inclusion, and belonging**

**Employee well-being and safety**

**Innovative and sustainable planning**

**Stewardship of public trust**

**Responsive city services**

## Implementing + Using the Plan

The six goals help to organize over 300 initiatives. These have been prioritized into short-term, mid-term, and long-term work to guide the development of the department work plans and allocation of resources over the next ten years. Each initiative is assigned a project lead who will be responsible for developing a scope of work for the initiative — defining the project goals, timeline, resources needed, and project milestones for moving the work forward. Each initiative has also been reviewed for use of the City's community engagement framework and equity tool kit.

During the implementation process for each initiative, staff will also develop key performance indicators to define clear outcomes and measures of success. During the implementation process, data will be tracked and progress will be reported for each initiative. While some data may be available on the website to review in real-time, an annual report will also be produced to highlight Strategic Plan progress to the City Council, community, and the organization. This reporting will inform the regular annual updates of the Strategic Plan. The updates of the plan will inform the City's biennial budget process to support the alignment of goals and resources.

# STRATEGIC PLAN ROAD MAP

This road map shows how the Strategic Plan is developed and updated on an ongoing basis. The process repeats with the destination being continuous community and organizational improvement.



**2024 Strategic Plan Finalized**
June 2024

**Staff Starts Strategic Plan Implementation - Year 1**
July 2024

**FY25-27 Budget Development Starts**
August 2024

**Strategic Plan Progress Report**
December 2024

**City Council Retreat - Strategic Plan Workshop**
February 2025

**Strategic Plan Updates**
March 2025

**Budget Proposal Finalized**
March 2025

**Strategic Plan Progress Report**
December 2025

**Staff Starts Strategic Plan Implementation - Year 2**
July 2025

**Council Adopts Biennial Budget**
June 2025

**Budget Committee Meeting**
May 2025

**City Council Retreat - Strategic Plan Workshop**
February 2026

**Strategic Plan Updates**
March 2026

**Midbiennium Adjustments**
March 2026

**Staff Starts Strategic Plan Implementation - Year 3**
July 2026

One City, One Team
A STRATEGIC PLAN FOR OUR FUTURE

# ONE CITY, ONE TEAM

HILLSBORO STRATEGIC PLAN

## ★ GOALS

## ★ MISSION

TO PROVIDE CITY SERVICES THAT SUPPORT A SAFE, SUSTAINABLE, AND INCLUSIVE GROWING COMMUNITY WHILE CULTIVATING HILLSBORO'S HOMETOWN LIVABILITY

### ★ SAFETY + SUPPORTIVE SERVICES
SUPPORT THE SAFETY, HEALTH, + WELL-BEING OF THE HILLSBORO COMMUNITY

### ★ SUSTAINABLE INFRASTRUCTURE
MAINTAIN THE CITY'S EXISTING ASSETS WHILE BALANCING DEMANDS OF GROWTH

### ★ ORGANIZATIONAL RESILIENCY
FUTURE PROOF THE ORGANIZATION TO FOSTER ORGANIZATIONAL SUSTAINABILITY

### ★ COMMUNICATION + CONNECTION
ENHANCE OUR INTERNAL + EXTERNAL COMMUNICATION + ENGAGEMENT SYSTEMS TO SUPPORT CONNECTIONS WITH EMPLOYEES + THE COMMUNITY

## ★ VISION
GROWING GREAT THINGS IN A PLACE WHERE YOU ARE SUPPORTED, CONNECTED + BELONG

### ★ EMPLOYEE WELL-BEING + SAFETY
SUPPORT A STRONG + HEALTHY WORKFORCE EQUIPPED TO PROVIDE EXCELLENT SERVICE

### ★ EQUITY
SUPPORT EQUITY IN OUR SERVICE DELIVERY + ACROSS THE ORGANIZATION TO FOSTER EQUITABLE OUTCOMES

## ★ VALUES

- LEADING WITH ETHICS, INTEGRITY + ACCOUNTABILITY
- EMPLOYEE WELL-BEING + SAFETY
- DIVERSITY, EQUITY, INCLUSION + BELONGING
- STEWARDSHIP OF PUBLIC TRUST
- INNOVATIVE + SUSTAINABLE PLANNING
- RESPONSIVE CITY SERVICES

# Goal Focus Area
# EQUITY

## Strategic Initiative

**1.** Build city senior leadership DEI competencies.

**2.** Provide quarterly DEI training to City Council to further develop skills around DEI topics.

**3.** Provide DEI trainings boards and commissions to further develop skills around DEI topics.

**4.** Provide DEI trainings to senior leadership team to further develop skills around DEI topics.

**5.** Provide ongoing DEI topical discussions to further develop skills and knowledge around DEI topics.

**6.** Bias awareness training requirement for interview panelists.

**7.** Implement Equity Hiring Flow assessment.

**8**. Identifying focus areas and supporting the development of policies and actions that improve racial equity in institutional and organizational practices including hiring, training, retention, and promotion and business practices such as contracting, procurement, and grant writing.

**9.** Explore, identify, and implement strategies to increase diversity in Hillsboro's public safety departments. Strategies should include increasing number of bilingual staff, hiring staff that reflects community demographics, and staff training for gender identity and cultural awareness.

**10.** Grow a diverse workforce through outreach to women and minorities in partnership with local businesses.

**11.** Provide recruitment postings in other languages.

**12**. Incorporate diversity and inclusion experiences throughout the recruitment and selection process.

**13.** Provide in-person and virtual NEOGOV tutorials in English, other languages, and with ethnically diverse trainers.

**14.** Target communities of color through recruitment advertising regionally and nationally.

**15.** Establish agreements with groups of diverse community outlets and stakeholders for recruitment purposes only. Cultivate those relationships and have the management of those relationships located in one department.

# Goal Focus Area
# EQUITY

## Strategic Initiative

**16**. All open positions must be interviewed by diverse stakeholders to ensure the selection process is fair and transparent.

**17.** Work with and support the human resources department to provide broad-based DEI training and curriculum to create skills for face-to-face communication and relationship-building across cultures.

**18.** During New Employee Orientation, inform and train new staff on translation services. And train all current staff on those services.

**19.** Provide managers and supervisors with training to support them in advancing the City's commitment to equity.

**20.** Enforce current recruitment and DEI policies.

**21.** Develop a training and dissemination plan for Citywide usage and implementation of the Equity Tool Kit and Community Engagement Framework for executive leadership, managers, and designated staff. Trainings should include in-person and virtual NEOGOV options.

**22.** Invest in capacity, training, and programming to support inclusive services for those with disabilities.

**23.** Create an EMS apprentice program to send Liberty Fire Science Program graduates to paramedic school, followed by hire as recruit firefighter.

**24.** Add performing arts and other cultural venues and activities at multiple locations citywide.

**25.** Expand arts & culture information outreach to our non-English speaking community.

**26.** Provide grant, sponsorship, and partnership support to artists and arts and culture organizations to engage diverse audiences and better serve participants through marketing and programming.

**27.** To better meet disability accommodation needs, assess current areas of need and opportunities for growth and identify and form partnerships with regional organizations/experts and community stakeholders.

**28.** Identify solutions to meet disability accommodation needs, invest in strategic planning, make changes and develop accessible programming.

# Goal Focus Area
# EQUITY

## Strategic Initiative

**29.** Provide grants for translation and interpreter services for arts and culture organizations.

**30.** Ensure that diverse representation is included in funding decisions and funding opportunities are accessible to those with disabilities or for who English is not their first language.

**31.** Expand resources and opportunities to support arts and culture activities in underserved communities.

**32.** Create new, inclusive City events that represent the diversity of the City's residents.

**33.** Increase access to public art: Identify public places and spaces to be "artified".

**34.** Complete Bike/Pedestrian Capital Improvement Program renewal.

**35.** POLICY UR 3.4 Strategies and tools to address gentrification. Create strategies to assess the risk associated with gentrification and use tools to mitigate the effects of new development and change on vulnerable households.

**36.** POLICY UR 3.5 Range of employment types. Foster a range of employment types intended to benefit Hillsboro and the region.

**37.** POLICY PF 3.1 Balanced service extension. Balance the extension of public facilities, utilities, and services in a manner that accommodates expected population and employment growth while maintaining the City's ability to continue providing existing services citywide.

**38.** POLICY PF 3.2 Adequate service provision. Establish, improve, and maintain public facilities, utilities, and services at levels appropriate to support land use patterns, densities, and anticipated residential and employment growth, as physically feasible and as sufficient funds are available.

**39.** POLICY PF 3.3 Appropriate service levels. Maintain facilities and systems, including public buildings, technology, fleet, rights of way, and internal service infrastructure, to enable service provision at appropriate levels.

**40.** POLICY T 8.1 Transportation system equity. Manage transportation system operations and investments to provide residents of all ages, cultures, incomes, and abilities with affordable, reliable, convenient, and safe transportation options to meet daily needs.

# Goal Focus Area
## EQUITY

## Strategic Initiative

**41.** Increase parks accessibility and create at least one destination park for people with disabilities.

**42.** Create an advocacy group comprised of City and community staff for TriMet transportation lobbying on behalf of the City of Hillsboro community.

**43.** Invite underrepresented communities to participate in the Civic Leadership Academy to foster community integration and participation.

**44.** Develop community centers to serve seniors, youth and families citywide.

**45.** Develop a Limited English Proficiency Plan.

**46.** Develop a cultural inclusion strategy that expands. engagement with underrepresented, and historically and currently marginalized communities.

**47.** Host City Council listening and engagement sessions with community members from different cultures.

**48.** Encourage trust and build bridges between law enforcement, people of color, and immigrant communities.

**49.** Develop new modes of communication with the community (e.g. digital, commercial, community outlets).

**50.** Identify most prominent and create more multilingual communication materials (e.g. City billing, building signage, notifications, surveys).

**51.** Create a centralized communications and community outreach and engagement division responsible for establishing community partnerships and surveying the community. This work should include cross departmental engagement and results should be shared with all departments.

**52.** Meetings regarding externally facing policies and new initiatives should include at least one meeting held in a community location where diverse stakeholders reside.

**53.** Require City department leaders to participate in community events to ensure engagement occurs.

**54.** Provide more engagement options for the community, in-person, varying locations, and virtual engagement.

**55.** Diversify the times that activities, services, and discussions are held or are available- make this a requirement.

# Goal Focus Area
# EQUITY

## Strategic Initiative

**56.** Make all City docs ADA compliant and translated into selected languages.

**57.** Provide fair housing education for renters, training classes for landlords, and information about applicable laws.

**58.** Check-in and Evaluate Strategic Equity Plan.

**59.** Implementation of Strategic Equity Plan.

**60.** CMO-2 Implement citywide equity data approach.

**61.** Track minority, women owned, emerging small business vendors and contractor participation and establish goals for contract allocation.

**62.** Maintain past data efforts in a central location and the information reported back to staff (e.g. eureka project).

**63.** People policies need to be reevaluated through the equity lens and shared broadly.

**64.** Analyzing data in collaboration with pertinent city departments and creating and maintaining a website and other informational tools that document the city's efforts and progress in advancing racial equity.

**65.** Establish equity goals for all staff throughout the City including leadership.

**66.** Evaluate all supervisors and staff on their demonstration of DEI values during the performance evaluation process.

**67.** Review the City's fee structures through the equity lens.

**68.** Require the use of the equity lens during future City charter reviews.

**69.** An equity lens should be used when recommending candidates for appointment to advisory bodies.

**70.** Evaluate City staff reports to incorporate the City equity lens.

**71.** Help support minority, women owned, veteran owned, emerging small business in being registered as minority, women owned, veteran owned, emerging small business by the State.

**72.** Establish an immigrant and refugee resource center that provides citizenship and ESL classes, information about fair housing, education, healthcare, documentation, and other resources.

**73.** Install small, innovative library spaces to increase accessibility for all.

# Goal Focus Area
## EQUITY

### Strategic Initiative

**74.** Review and assess the current translations services for ease of access, time delay, etc.

**75.** Sufficiently fund DEI efforts.

**76.** Expand City programs that lead to greater diversity at the City.

**77.** Assess current workplace culture to explore how the workforce feels.

**78.** Adapting the Equity Toolkit and the City of Hillsboro Community Engagement Framework to guide departments in incorporating racial equity principles into their operations, programs, services, and policies when the practice includes all or some of these circumstances.

**79.** Developing analytical tools to support all departments in identifying the racial equity impacts of policies and decisions.

**80.** Providing a forum for the exchange of information and identification of opportunities for collaboration across departments on practices that advance racial equity.

# Goal Focus Area
# EMPLOYEE WELL-BEING

## Strategic Initiatives
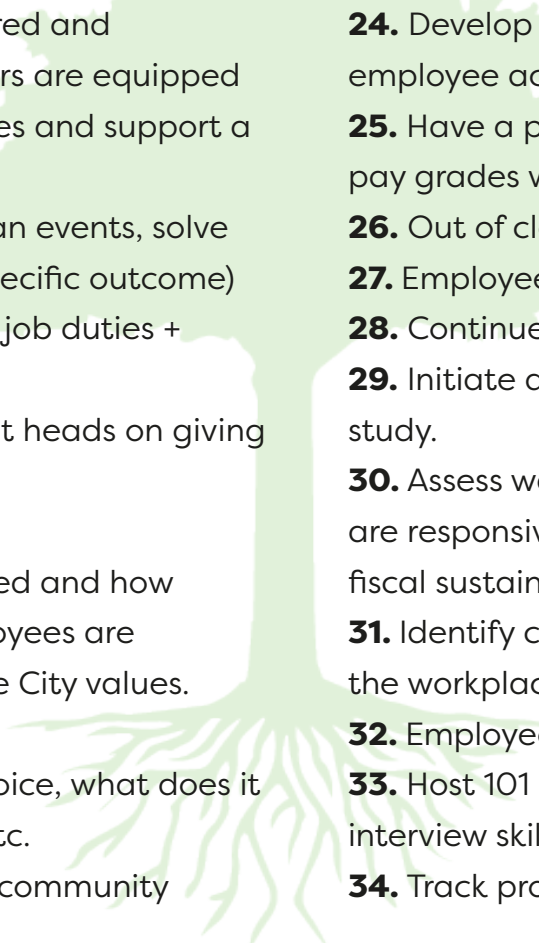
**1.** Prioritize work through strategic planning. Require all departments, divisions and work units to develop work plans, so that clear work expectations are communicated and resourced.

**2.** Create a comprehensive wellness plan to promote the health and well-being of employees and in turn the City.

**3.** Implement flexible work schedules across the organization where feasible.

**4.** Amplify employee communication regarding use of sick leave for supporting mental health.

**5.** Conduct staffing analysis to improve alignment of staff and workloads and conduct training for staff on prioritization.

**6.** Reinvigorate employee appreciation and recognition on a Citywide level that promotes connection, camaraderie, and fun.

**7.** Implement cross training to improve coverage opportunities.

**8.** Host a generic email address in a department to be monitored by multiple people to improve customer service and team communication.

**9.** Develop new meeting norms to decrease the number and length of meetings occurring around the City including a pilot program of "Focus Fridays" providing time to focus on work that's created from meetings on Fridays across the City.

**10.** Conduct Civic Center space planning that would assess opportunities for employee gathering/wellness space (i.e. Groove room).

**11.** Develop leadership competencies that are championed by City Manager team and supported by senior and expanded leadership. Competencies will be incorporated into classifications, learning and development, and performance evaluation for success, measurement and accountability.

**12.** Establish a formal program for class and compensation.

**13.** Ensure Respite Rooms are provided in all facilities that are staffed by City employees as these facilities get remodeled.

**14.** Host mental behavioral health seminars.

# Goal Focus Area
## EMPLOYEE WELL-BEING

## Strategic Initiatives

**15.** Determine what supervisory training is required and supervisors will be evaluated on to ensure leaders are equipped and held accountable to demonstrate City values and support a culture of employee well being.

**16.** Use of employee committees or teams to plan events, solve problems/ challenges (task the groups with a specific outcome)

**17.** Dedicated time to take a break from regular job duties + participate in citywide projects/initiatives.

**18.** Train managers, supervisors, and department heads on giving voice and hold them accountable.

**19.** Develop professional development plans.

**20.** Determine what employee training is required and how employees will be evaluated on to ensure employees are equipped and held accountable to demonstrate City values.

**21.** Re-initiate the City's mentorship program.

**22.** Determine how the City defines employee voice, what does it look like at the employee level, manager level etc.

**23.** Policy and training for working with difficult community members.

**24.** Develop a system for people to share ideas for celebrating employee achievements and good work.

**25.** Have a program to regularly update classifications and pay grades with market.

**26.** Out of class pay if you are providing coverage.

**27.** Employee match for deferred compensation.

**28.** Continue to provide a Cost of Living adjustments (COLA).

**29.** Initiate and complete the non-rep class and compensation study.

**30.** Assess ways to maintain competitive benefits packages that are responsive to employee's evolving needs while maintaining fiscal sustainability.

**31.** Identify citywide and department-specific action items from the workplace climate survey.

**32.** Employee affinity groups.

**33.** Host 101 Career courses (specialty: resumes, cover letters, interview skills).

**34.** Track progress on workplace climate results.

# Goal Focus Area
## EMPLOYEE WELL-BEING

### Strategic Initiatives

**35.** Empower staff to support the City's safety and security programs and a safe work environment through education, orientation, and training.

**36.** Wellness fair.

**37.** Hillsboro University.

**38.** HR facilitates the collective creation of a leadership development initiative that can be actively supported by City Manager team, senior leaders and expanded leadership. Prioritize leadership development through creating time/space and resources in support of it.

**39.** Ergonomic assessment.

**40.** Security assessment of City facilities and environment.

**41.** Care giving resources (children and elderly).

**42.** Expand Healthy Hillsboro.

**43.** Update Employee Evaluation to reflect updated mission, vision and values.

# Goal Focus Area
# SAFETY + SUPPORTIVE SERVICES

## Strategic Initiatives

**1.** Complete Transportation Safety Action Plan (TSAP) update.

**2.** POLICY H 3.7 Standards for streets. Provide land use regulations and standards that address various street classifications, including special development setbacks for specific streets where warranted.

**3.** POLICY H 3.8 Reduce negative impacts. Mitigate the impact of close proximity traffic, noise, odor, lack of privacy, and negative visual aesthetics, through compatible site and building design.

**4.** Implement traffic calming strategies citywide in collaboration with impacted neighborhoods and districts.

**5.** Construct comprehensive bicycle infrastructure improvements including protection at high-risk intersections, physical buffers along bike lanes, and clearly marked routes citywide.

**6.** Prioritize pedestrian signals in higher density areas.

**7.** Improve bicycle/pedestrian connections between parks and trails**.**

**8.** Develop a bike parking grant program incentivizing businesses.

**9.** Establish the First Year-Round Emergency Shelter for Adults in Hillsboro.

**10.** Explore alternative sheltering.

**11.** Increase coordination and collaboration for homelessness programs and projects.

**12.** Deployment of CDBG emergency rent assistance.

13. Collaborate with partners to establish more shelters.

**14.** Nueva Esperanza affordable housing development.

**15.** New affordable housing projects identification.

**16.** Century Commons Project.

**17.** Increase the number of housing units as quickly as possible.

**18.** Increase home ownership opportunities.

**19.** POLICY H 1.1 Variety of housing choice. Employ development standards that allow the opportunity for development of housing types such as single detached residences, single-story housing, accessory dwellings, duplexes, triplexes, quadplexes, apartments, cottage cluster housing, co-op housing, condominiums, town houses, government-assisted affordable housing, and manufactured housing.

# Goal Focus Area
# SAFETY + SUPPORTIVE SERVICES

## Strategic Initiative

**20.** POLICY H 2.8 Affordable housing tools. Support the development of government-assisted affordable housing and workforce affordable housing through strategies such as partnerships, code flexibility, land banking, or other tools consistent with state-enabling legislation.

**21.** POLICY H 2.9 Affordable housing partnerships. Partner with non-profit housing developers and other agencies to create the opportunity to provide moderate- and low-income housing and rehabilitation activities in Hillsboro.

**22.** POLICY H 4.1 Adequate land supply. Ensure that the City has enough land to accommodate Hillsboro's projected share of regional household growth, through regular monitoring and adjustments of available land.

**23.** POLICY H 4.6 Supportive public facilities and services. Ensure the appropriate type, location, and phasing of public facilities and services, including schools, sufficient to support housing development in areas presently developed or undergoing development or redevelopment.

**24.** POLICY H 4.7 Existing housing stock maintenance. Support the maintenance and rehabilitation of the existing housing stock, where feasible, in areas designated for residential use.

**25.** POLICY H 4.8 Donated land accounting. Account for land donated and accepted by the City for needed public facilities in the determination of allowed residential densities as appropriate.

**26.** POLICY H 5.1 Innovative housing types. Support innovative design techniques that allow the opportunity for varied housing types such as, but not limited to, tiny houses, cottages, courtyard housing, cooperative housing, accessory dwelling units, single story units, and extended family and multi-generational housing.

**27.** POLICY H 5.3 Sustainable technologies. Promote the use of sustainable and efficient technologies and materials in housing construction that increase the quality and useful life of new and existing housing.

**28.** Facilitate development of innovative housing such as pocket-neighborhoods, micro-housing, age-in-place and live-work.

# Goal Focus Area
## SAFETY + SUPPORTIVE SERVICES

### Strategic Initiative

**29.** Share and promote the work the City is doing to improve housing affordability.

**30.** Provide fair housing education for renters, training classes for landlords, and information about applicable laws.

**31.** Revise policies and fee structure for tiny homes to increase affordable housing stock.

**32.** POLICY UR 3.1 Compatibility with the community's needs and resources. Ensure development of land that is consistent and compatible with the community's needs and resources.

**33.** POLICY UR 3.2 Mix of uses and innovative design. Advance a mix of uses and innovative architectural and site designs that integrate access to daily needs into neighborhoods and yield an active public realm that enriches the lives and health of the whole community.

**34.** POLICY UR 3.3 Range of housing choices. Provide a range of housing choices that meet the needs and preferences of current and future community members of all ages, abilities, cultures, and incomes.

**35.** POLICY AF 1.7 Food Systems Plan. Develop and maintain a citywide Food Systems Plan.

**36.** Research best practices and partnership opportunities for providing expanded shelter and mental health services for houseless people.

**37.** Partner with community organizations to meet senior service gaps citywide.

**38.** Facilitate the development of retirement communities citywide.

**39.** Recruit volunteers to assist with wellness checks and senior support strategies.

**40.** Develop strategies with neighborhoods and districts to effectively manage the impacts of homelessness in their areas and establish minimum operating standards for mitigation of camp sites.

**41.** Identify opportunities to improve public safety for households & business with limited English proficiency.

**42.** Police and Fire & Rescue Departments participate in Calle Diez Program.

# Goal Focus Area
## SAFETY + SUPPORTIVE SERVICES

### Strategic Initiative

**43.** Develop the infrastructure and systems to collect,analyze, report public safety.

**44.** Monitor use-of-force review board.

**45.** Continue efforts to construct a new police station.

**46.** Continue efforts to construct the South Hillsboro Fire Station.

**47.** Increase safety through infrastructure improvements.

**48.** Develop Fire Long Range Master Plan.

**49.** POLICY H 3.13 Crime prevention. Employ design principles that enhance security and foster Crime Prevention through Environmental Design.

**50**. POLICY NH 1.3 Create mitigation plan. Develop and maintain a mitigation plan for natural hazards.

**51.** POLICY NH 1.9 Plan for rapid recovery. Support programs, plans, and investments intended to expedite the restoration of critical services, permitting alternative access routes to essential facilities, or allowing temporary use of public rights-of-way for emergency supply or debris storage and equipment staging.

**52.** POLICY NH 4.5 Develop Resiliency Plan. Develop and maintain a citywide Resilience Plan to support rapid recovery of the City and its services.

**53.** POLICY PFS 1.1 Maintain level of service. Provide police, fire, medical, and other necessary public safety services at levels of service commensurate with the City's population and commercial and industrial activity.

**54.** Create an annual "Disaster Awareness" social media campaign with multilingual information on safety and emergency preparedness.

**55.** Increase the local trail safety volunteer network.

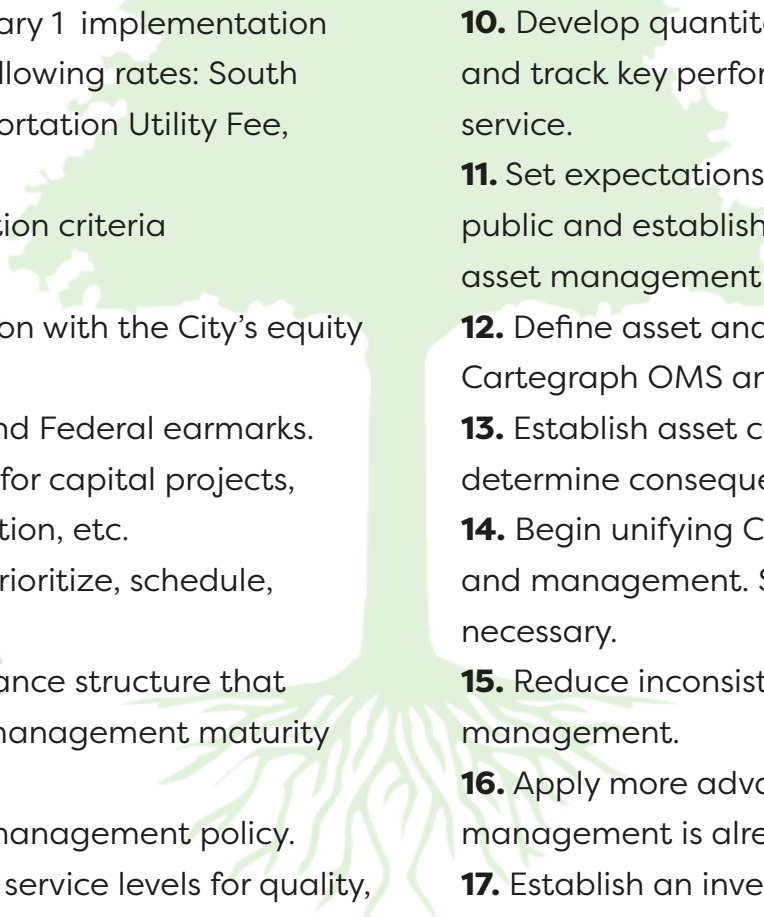**56.** Community wildfire protection plan.

**57.** Evaluate/ planning acquisition land for additional fire/police services to address growth.

# Goal Focus Area
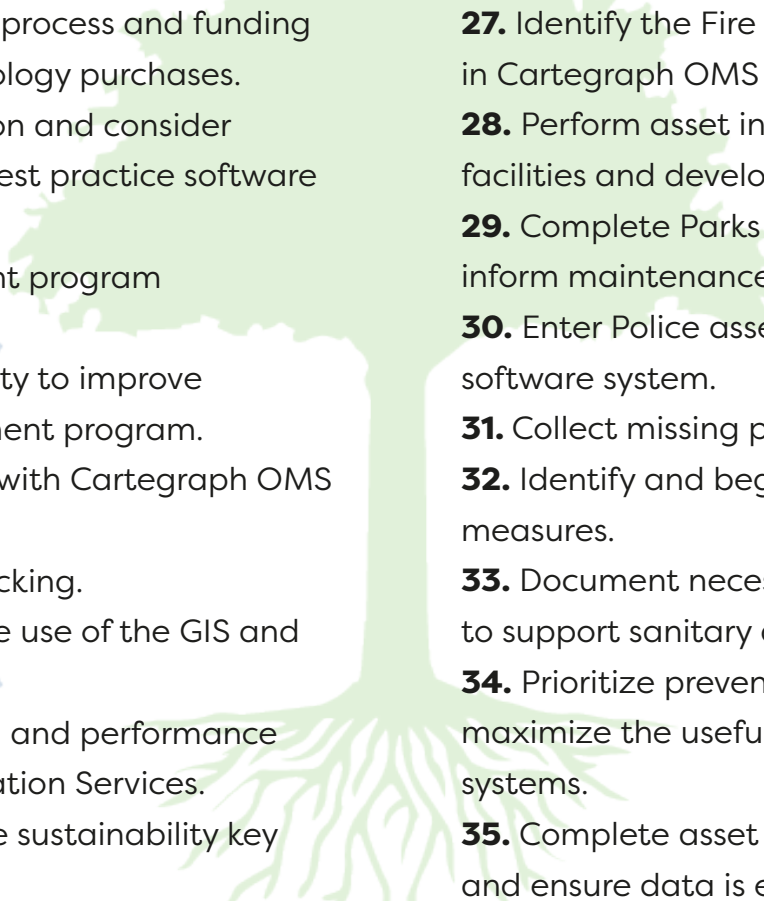# SUSTAINABLE INFRASTRUCTURE

## Strategic Initiative

**1.** By 2025, move all City rates to a January 1 implementation date. This would require adjusting the following rates: South Hillsboro Community Service Fee, Transportation Utility Fee, Sanitary Sewer Local Service Fee.

**2.** Develop project plan for CIP prioritization criteria development.

**3.** Align capital spending and prioritization with the City's equity and suitability priorities.

**4.** Coordination of grants applications and Federal earmarks.

**5.** Generate more outside grant funding for capital projects, including State, Federal, private, foundation, etc.

**6.** Initiative 2.1.2 : Develop a process to prioritize, schedule, integrate equity, and manage the CIP.

**7.** Create an asset management governance structure that recognizes, and is flexible to, the asset management maturity of different departments.

**8.** Develop and adopt a citywide asset management policy.

**9.** Establish community level, descriptive service levels for quality, responsiveness, and cost in line with community expectations and the City's strategic plan.

**10.** Develop quantitative levels of service for maintenance tasks and track key performance indicators against adopted levels of service.

**11.** Set expectations for reporting to City leadership and the public and establish guidelines for justifying resource needs with asset management methodologies.

**12.** Define asset and develop a plan for getting all assets into Cartegraph OMS and GIS for applicable assets.

**13.** Establish asset condition monitoring activates and determine consequence of failure and assets.

**14.** Begin unifying Cartegraph OMS configurations, data entry, and management. Supplement with supporting systems where necessary.

**15.** Reduce inconsistent use of Cartegraph OMS of workload management.

**16.** Apply more advanced principles in areas where asset management is already mature.

**17.** Establish an inventory management system and centralized tracking process.

# Goal Focus Area
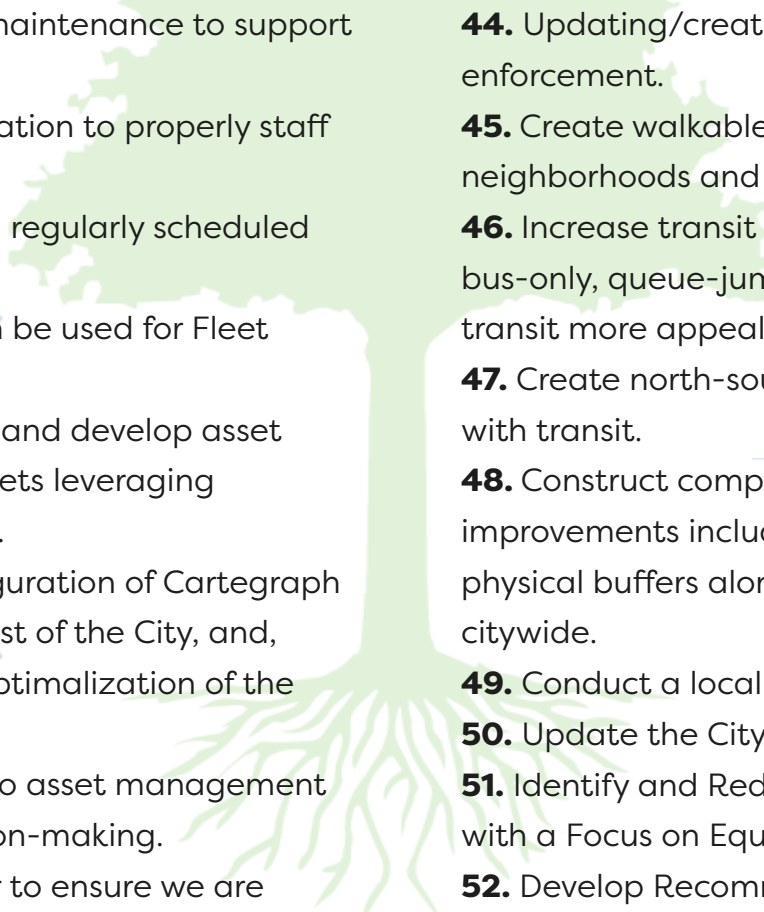# SUSTAINABLE INFRASTRUCTURE

## Strategic Initiative

**18.** Develop a renewal and replacement process and funding strategy for large equipment and technology purchases.

**19.** Review Cartegraph OMS configuration and consider implementation changes to align with best practice software workflows.

**20.** Create dedicated asset management program management capacity.

**21.** Expand project management capacity to improve implementation of the capital improvement program.

**22.** Integrate the City's financial system with Cartegraph OMS and GIS as appropriate.

**23.** Streamlined, single-system, issue tracking.

**24.** Establish standard procedures for the use of the GIS and CMMS systems.

**25.** Enhance business process evaluation and performance management capabilities within Information Services.

**26.** Develop meaningful and measurable sustainability key performance indicator.

**27.** Identify the Fire Department assets that should be tracked in Cartegraph OMS and collect the necessary data.

**28.** Perform asset inventory and condition assessment at Library facilities and develop preventative maintenance plans.

**29.** Complete Parks and Recreation asset data and use data to inform maintenance and replacement programs.

**30.** Enter Police asset information into the Cartegraph OMS software system.

**31.** Collect missing police asset data.

**32.** Identify and begin tracking Facilities related performance measures.

**33.** Document necessary data and system integration needed to support sanitary and stormwater asset management.

**34.** Prioritize preventative maintenance and rehabilitation to maximize the useful life of the sanitary sewer and stormwater systems.

**35.** Complete asset inventories for transportation infrastructure and ensure data is entered into Cartegraph OMS.

# Goal Focus Area
# SUSTAINABLE INFRASTRUCTURE

## Strategic Initiative

**36.** Prioritization preventative facilities maintenance to support asset management.

**37.** Complete process and staffing evaluation to properly staff the facilities function.

**38.** Develop a Facilities Master Plan with regularly scheduled updates.

**39.** Assess whether Cartegraph OMS can be used for Fleet Maintenance functions.

**40.** Assess failure modes of major assets and develop asset specific maintenance plans for those assets leveraging Reliability Centered Maintenance (RCM).

**41.** Work with IS to move toward a configuration of Cartegraph OMS that aligns more closely with the rest of the City, and, while making this conversion, lead the optimalization of the software.

**42.** Integrate sustainability measures into asset management and Capital Improvement Project decision-making.

**43.** Initiative 2.1.1 Hire an asset manager to ensure we are meeting the Department's asset management needs along with the City's strategy.

**44.** Updating/creating a COH ordinance surrounding enforcement.

**45.** Create walkable connections to Downtown from neighborhoods and Jackson Bottom Wetlands.

**46.** Increase transit service span and frequency, and support bus-only, queue-jump lanes and other designs to make bus transit more appealing to users.

**47.** Create north-south transit option for increased connectivity with transit.

**48.** Construct comprehensive bicycle infrastructure improvements including protection at high-risk intersections, physical buffers along bike lanes, and clearly marked routes citywide.

**49.** Conduct a local transit feasibility study.

**50.** Update the City's Transportation Utility Fee.

**51.** Identify and Reduce Barriers to Solar Power Installations, with a Focus on Equitable Participation.

**52.** Develop Recommendations to Reduce Electricity Use and Light Pollution for Commercial Development.

# Goal Focus Area
## SUSTAINABLE INFRASTRUCTURE

### Strategic Initiative

**53.** Establish energy-independent buildings with renewable energy, beginning with public facilities.

**54.** Develop a framework for an Urban Forestry Program.

**55.** Create an environmental stewardship leadership mandate and an accompanying system.

**56.** Develop a citywide Natural Resources Management Plan.

**57.** Establish a stronger linkage between future planning with action today by implementing the 2018 Comprehensive Plan.

**58.** Incentivize residential and commercial renewable energy options with an emphasis on solar installations (including those renting or leasing).

**59.** Incentivize energy retrofits with building permit fee reductions.

**60.** Expand availability and access to electric vehicle charging stations, especially at multi-family housing.

**61.** Establish an Urban Forestry Program.

**62.** Support expanded Oregon Department of Environmental Quality (DEQ) air quality monitoring of particulates and ozone in Hillsboro and promote awareness regarding no-idling policy.

**63.** Implement the energy management plan.

**64.** Create a management plan with clear roles, responsibilities and capacity for city-owned natural resources that addresses restoration, habitat needs, climate change, houselessness and increased public use.

**65.** Assess the level of city environmental service attention, gaps and needs across the community and identify priorities for action.

**66.** Complete a comprehensive inventory of public street and park trees. Also, inventory the amount of land constrained by the City's SNRO and assess / map natural areas and dominant habitat types including species and maturity of trees in the city.

**67.** Block 67 redevelopment.

**68.** Oak/Baseline/10th Avenue study.

**69.** Calle Diez investments.

**70.** Implementation of the North Hillsboro Tech Park within the North Hillsboro Industrial Renewal Area.

**71.** Re-establish additional lands in North Hillsboro for future major campus and Semiconductor supply chain.

**72.** Hillsboro economic development partnership.

# Goal Focus Area
## SUSTAINABLE INFRASTRUCTURE

### Strategic Initiative

**73.** Housing needs analysis.

**74.** Increase housing density and green space around housing

**75.** PD2: Needs Assessment and Recommendations. Identify an appropriate project manager and develop scope of work and schedule  (relation to project delivery manual).

**76**. POLICY UR 4.1 Urban service extension while maintaining existing services. Integrate the type, design, timing, and location of public facilities, utilities, and services in a manner that accommodates expected population and employment growth while maintaining the City's ability to continue providing existing public facilities, utilities, and services citywide.

**77.** POLICY UR 4.2 Urban service extension prior to urban development. Require the provision of public facilities, and services prior to or concurrent with urban development.

**78.** POLICY UR Development contributes to funding urban service extension. Adopt additional funding methodologies, as needed, to ensure that new development and redevelopment adequatley contribute to funding the necessary extension of public facilities, utilities, and services.

**79.** POLICY UR 4.6 Interagency coordination on service delivery. Coordinate the extension of public facilities, utilities, and services and prioritization of capital expenditures with Washington County, other public agencies, and special districts responsible for providing public facilities, utilities, and services within Hillsboro City limits.

**80.** POLICY UR 4.7 Interagency collaboration on regional infrastructure and environmental impacts. Collaborate with regional partners on the regulations that address regional infrastructure and environmental impacts, such as transportation, water, and floodplain development standards.

**81.** POLICY PF 1.6 Public Facility Plan. Develop and maintain a Public Facility Plan as a 20-year strategy to ensure delivery of public facilities, utilities, and services to the planning area at urban levels of service.

**82.** POLICY PF 5.1 Capital improvement program. Maintain a long-term capital improvement program to include a comprehensive list of projects from service providers' adopted system plans, and identify costs and funding sources for achieving desired types and levels of public facilities, utilities, and services.

# Goal Focus Area
# SUSTAINABLE INFRASTRUCTURE

## Strategic Initiative

**83.** Explore the feasibility of building and operating a full-service children 's museum including destination attractions and in-house preschool services.

**84.** POLICY H 6.1 Energy efficiency. Promote energy-efficient design and construction, and construction methods, such as the installation of renewable energy, and water reuse to improve housing quality and reduce housing operating costs.

**85.** POLICY H 6.2 Green infrastructure. Promote the use of vegetated stormwater facilities, pervious pavement and similar "green streets" elements compatible with publicly-maintained infrastructure, where site conditions are favorable to stormwater infiltration and it is technically feasible and appropriate.

**86.** POLICY ECC 2.2 Renewable energy production and storage. Promote the production of renewable energy and energy storage, essential components of a net-positive approach.
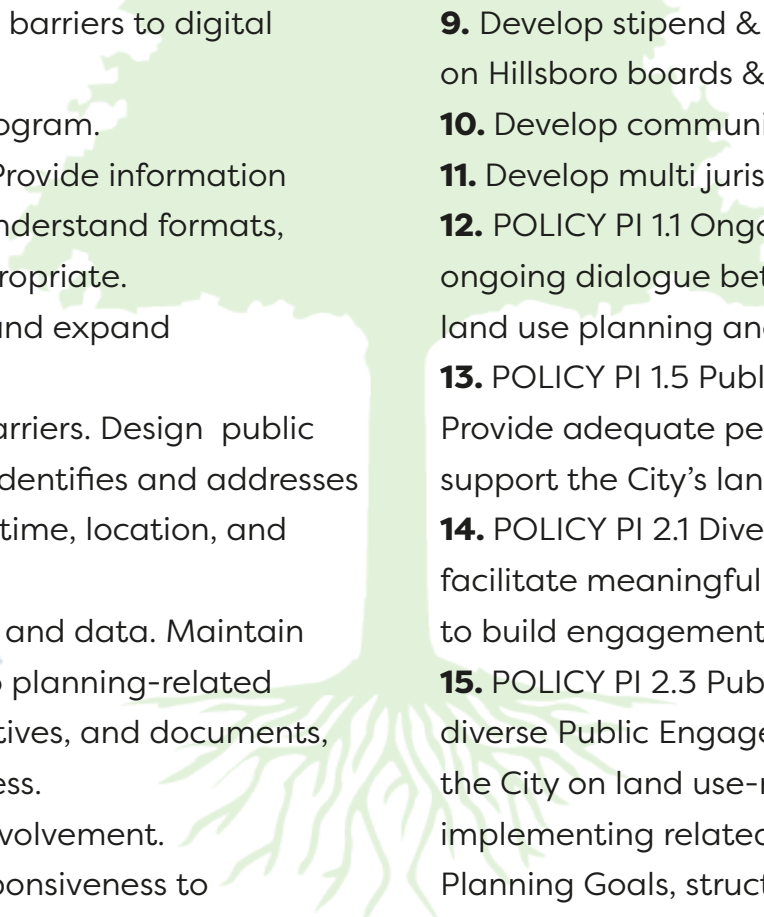
**87.** Willamette water supply integration.
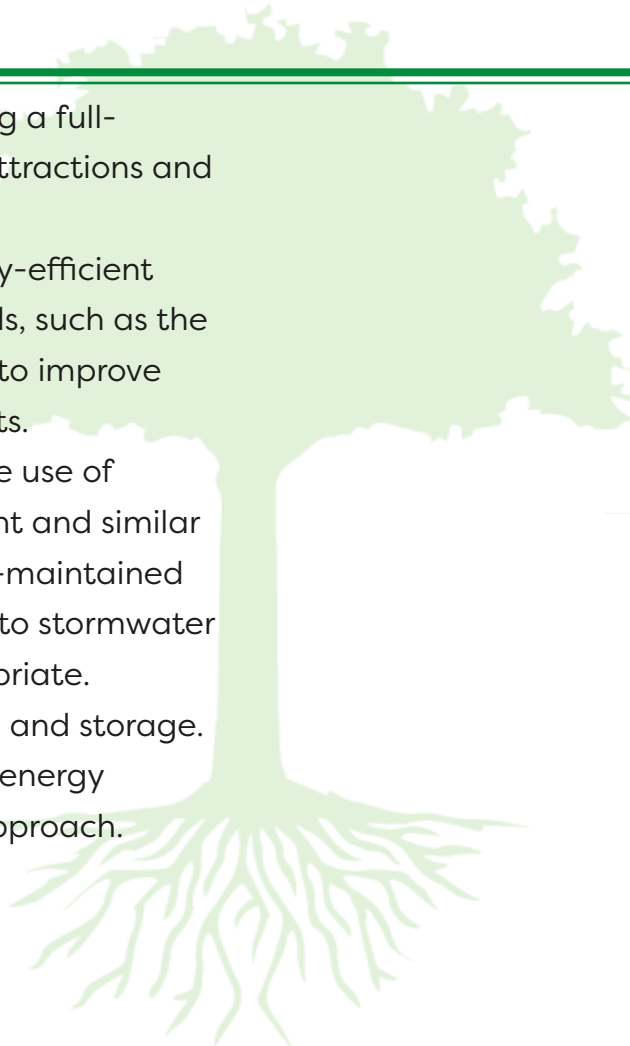
# Goal Focus Area
## COMMUNICATION + CONNECTION

### Strategic Initiative

**1.** Develop a better understanding of the barriers to digital literacy across the City.

**2.** Community digital literacy training program.

**3.** POLICY PI 1.4 Accessible information. Provide information to the public in accessible and easy to understand formats, including multiple languages where appropriate.

**4.** Develop a cultural inclusion strategy and expand engagement to minority populations.

**5.** POLICY PI 2.2 Address participatory barriers. Design public involvement activities in a manner that identifies and addresses participatory barriers such as language, time, location, and level of involvement.

**6.** POLICY PI 3.2 Public access to records and data. Maintain and publicize consistent public access to planning-related projects, statistics, data, decisions, initiatives, and documents, including both in-person and online access.

**7.** Identify opportunities of community involvement.

**8.** Increase public safety outreach & responsiveness to communities with heightened crime.

**9.** Develop stipend & compensation policy for volunteers serving on Hillsboro boards & commissions.

**10.** Develop community engagement framework.

**11.** Develop multi jurisdictional community engagement strategy.

**12.** POLICY PI 1.1 Ongoing dialogue. Ensure and encourage ongoing dialogue between the public and the City regarding land use planning and decision-making.

**13.** POLICY PI 1.5 Public involvement budget and resources. Provide adequate personnel, budget, and material resources to support the City's land use-related Public Involvement Program.

**14.** POLICY PI 2.1 Diverse engagement. Develop strategies to facilitate meaningful participation in planning activities that aim to build engagement across the City's diverse communities.

**15.** POLICY PI 2.3 Public Engagement Committee. Create a single, diverse Public Engagement Committee responsible for advising the City on land use-related public involvement practices and implementing related duties described in Goal 1 of the Statewide Planning Goals, structured to provide broad representation and selected by an open, well-publicized public process.

# Goal Focus Area
# COMMUNICATION + CONNECTION

## Strategic Initiative

**16.** POLICY PI 2.4 Engage community organizations. Engage existing community organizations, such as faith groups, business associations, and school districts to extend participation and engagement.

**17.** POLICY PI 2.6 Youth engagement. Create opportunities for youth to be engaged in planning projects and decision-making processes.

**18.** Seek community input to establish an official city flag and "name" for Hillsboro community members.

**19.** Provide more face-to-face communication opportunities with the community. Those relationships are then centrally supported and coordinated.

**20.** Develop an information and awareness campaign promoting school district successes and opportunities.

**21.** Invite underrepresented communities to participate in the Civic Leadership Academy to foster community integration and participation.

**22.** Establish community learning information centers at libraries and other locations, with one-stop access to education and personal enrichment resources.

**23.** Engage the community on the potential modifications to the City's urban farming ordinance.

**24.** Annually engage, educate, and build awareness around the impacts of firework usage on animals, veterans, and others affected by noise pollution.

**25.** Install an outdoor amphitheater to accommodate larger concerts and events.

**26.** Support initiatives to expand arts districts, galleries, studios and maker-spaces.

**27.** Create one or more regional destination parks.

**28.** Add new dog parks, including small-dog and pop-up parks where feasible.

**29.** Develop a "farm park" with educational and interactive features.

**30.** Construct a bike and skate park in west Hillsboro.

**31.** Add covered areas, tables and other amenities to parks as resources allow.

# Goal Focus Area
## COMMUNICATION + CONNECTION

### Strategic Initiative

**32.** Ensure parks and parks facilities are welcoming and easy to navigate for all regardless of age, ability or language spoken.

**33.** Build a lap pool that will accommodate swim teams.

**34.** Install playgrounds and other creative play area amenities at schools and other locations in partnership with peer organizations.

**35.** Install futsal and/or soccer fields in existing parks and schools where feasible and install lights and turf when appropriate.

**36.** Build new pickleball facilities.

**37.** Add cricket fields where viable.

**38.** Add spraygrounds to new and existing parks citywide where feasible.

**39.** Coordinate with community partners to increase sports and recreational opportunities (climbing, skating, volleyball, yoga, dancing, biking, sports, equestrian).

**40.** Evaluate and adopt policies for managing bicycle sharing and other third-party transportation systems.

**41.** Complete Crescent Park Greenway and connect city to regional trail network.

**42.** POLICY PI 2.5 Emerging technologies. Utilize emerging technologies, methods, and techniques to enhance and extend public involvement.

**43.** Develop a world-class, high-speed communications system.

**44.** Internal/External web page or application to show current community engagement initiatives to live on Engage Hillsboro

**45.** Expand recreational class offerings at the Hidden Creek Community Center.

**46.** Prepare engagement data and reports to measure effectiveness.

**47.** POLICY PI 1.2 Develop consistent procedures. Develop and utilize a consistent set of procedures for notifying and soliciting input from the public as appropriate to the scale and type of the proposed action.

**48.** POLICY PI 2.7 Periodic evaluation. Evaluate the success of public involvement activities in mitigating barriers.

**49.** POLICY PI 3.1 Rights and responsibilities. Establish clear rights and responsibilities of applicants, decision-makers, staff, and other participants of planning projects, initiatives, and decision-making processes.
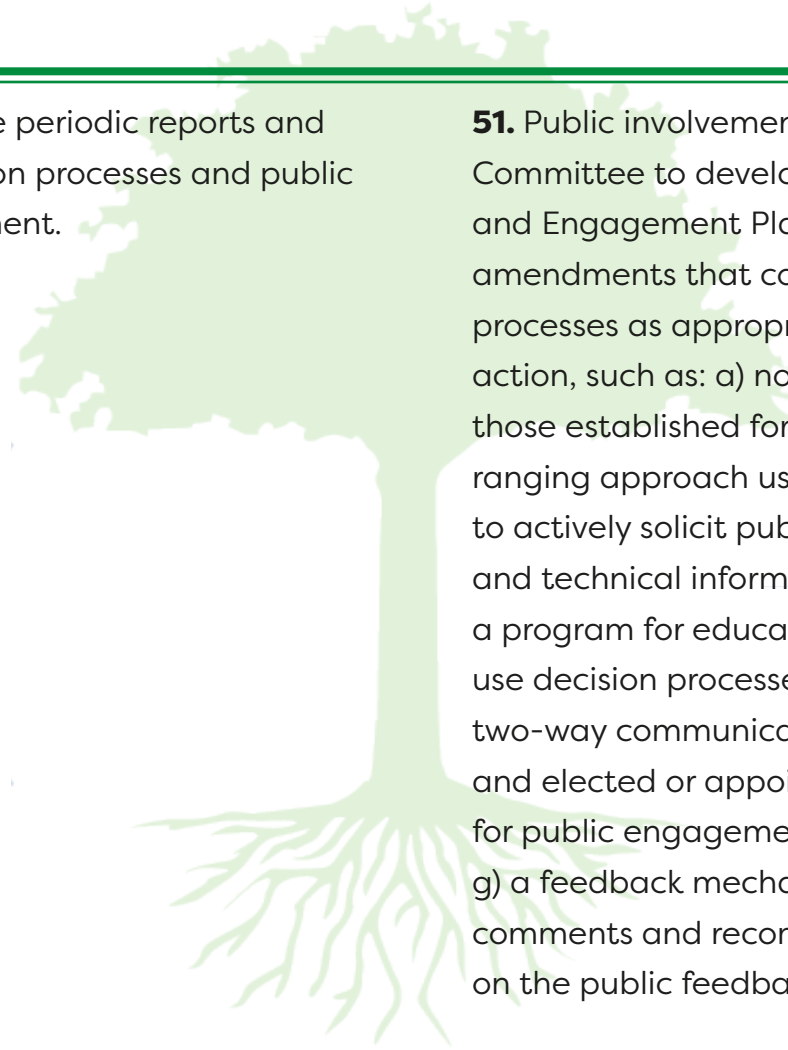
# Goal Focus Area
# COMMUNICATION + CONNECTION

## Strategic Initiative

**50.** POLICY PI 3.4 Public reports. Provide periodic reports and evaluations of the City's land use decision processes and public engagement processes for public comment.

**51.** Public involvement. Coordinate with the Public Engagement Committee to develop and approve a Public Communications and Engagement Plan for all legislative Comprehensive Plan amendments that considers public notice and involvement processes as appropriate to the scale and type of the proposed action, such as: a) noticing requirements above and beyond those established for legislative amendments, b) a wide-ranging approach using diverse methods of communication to actively solicit public participation, c) advanced contextual and technical information on matters under consideration, d) a program for educating local residents on land use and land use decision processes, e) added strategies promoting effective two-way communication between the public and elected or appointed officials, f) identifying opportunities for public engagement in all phases of the planning process, g) a feedback mechanism for compiling and summarizing public comments and recommendations, and h) follow-up reporting on the public feedback received.

# Goal Focus Area
## COMMUNICATION + CONNECTION

### Strategic Initiative

**52.** Streamline the yearly outreach and engagement processes for all City rates.

**53.** Document a set of consistent, flexible project delivery practices to be used across the City, spanning from project chartering, through delivery, to project closeout.

**54.** Create evolving templates based on the IAPS'2 Spectrum of Public Participation. Review by an expanded and updated Group 3. Communicate its availability for use.

**55.** Survey staff about elements (ideal fact sheet, project webpage, etc.), initially focusing on Group 3 members, then expanding to the broader stakeholder group.

**56.** At the time a Project Management Manual is developed, the standardized project-level communication form and Communications Toolbox process would be incorporated into the manual.

**57.** Create a more collaborative CIP review and approval process.

**58.** Ensure planned investments and capital projects are communicated and appropriate information added to Cartegraph OMS.

**59.** A Citywide consistent approach to resident questions and requests for service. Develop a 311 program.

**60.** Develop a mobile responsive website and/or smartphone application with information about events.
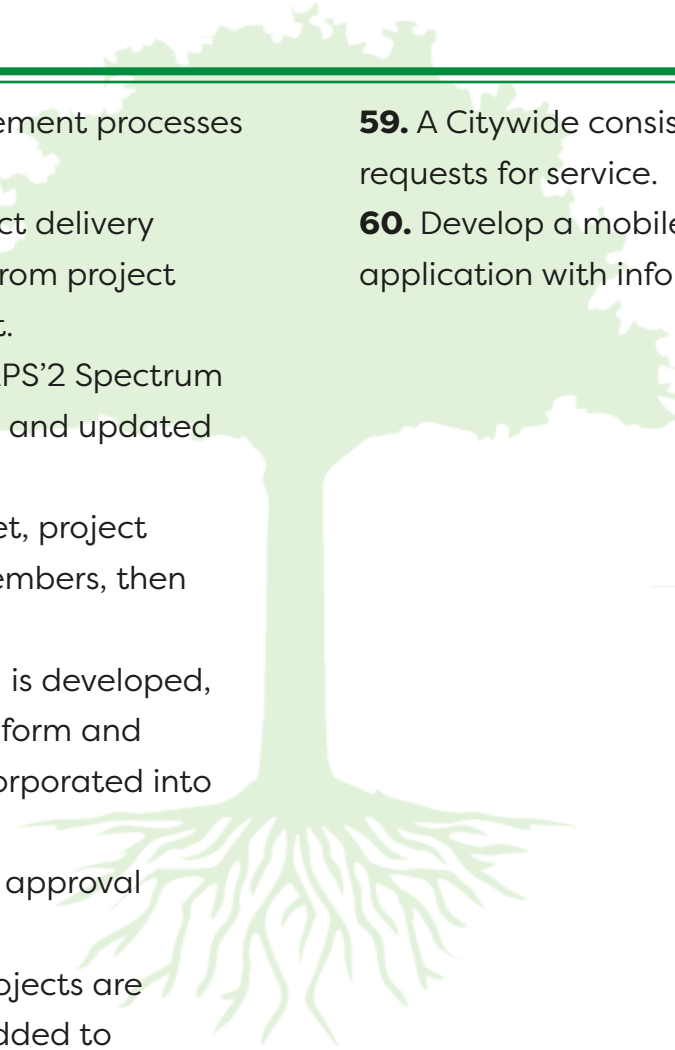
# Goal Focus Area
## ORGANIZATIONAL RESILIENCY

### Strategic Initiative

**1.** Manufacturing Workforce Development Center feasibility analysis.

**2.** Monitor effectiveness of the Operator in Training Apprenticeship.

**3**. Continue Hillsboro WORKS.

**4.** Continue to support and administer the City's Summer Internship Program.

**5.** Continue to partner with Centro Prosperidad on workforce development.

**6.** Continue exploration of feasibility and for a center of excellence workforce training in Hillsboro with regional partners. Create or recruit specialty trade schools and/or establish a workforce training center in Hillsboro.

**7.** Expand modernized youth apprenticeship and internship programs and to diversify and increase local talent pool in targeted sectors.

**8.** Expand Hillsboro WORKS program to include placements to support local advanced manufacturing, healthcare, and small business partners**.**

**9.** Grow a diverse workforce through outreach to women and minorities in partnership with local businesses.

**10.** Establish a maker-space facility where students and emerging entrepreneurs can develop skills and launch new enterprises.

**11.** Create a locally focused capital network to invest in and promote entrepreneurship.

**12.** Develop resources to support entrepreneurship, start-ups and small businesses including mentoring and expertise from the business and education communities.

**13.** Centralize citywide permitting. Transfer the management of all permitting to community development's permitting services.

**14.** POLICY PFS 3.7 Development review integration. Ensure integrated review processes involving City departments and other applicable agencies to collaboratively identify and resolve public safety-related issues during development review and permitting.

**15.** Develop project plan for prioritization criteria development.

**16.** Distribute draft charter review, revised basic on comments, finalize and distribute.

# Goal Focus Area
# ORGANIZATIONAL RESILIENCY

## Strategic Initiative

**17.** Identified project and/or portfolio management solutions will need to be implemented.

**18.** Create a structured change management process.

**19.** Update Continuity of Operations Plan.

**20.** Develop a Climate Action Plan.

**21.** Encourage zero waste events and eliminate single-use disposable giveaways.

**22.** Complete Parks + Recreation cost of service analysis.

**23.** Financing of public facilities, utilities, and services. Adopt additional funding methodologies, as needed to fund the necessary extension of public facilities, utilities, and services.

**24.** Develop a retail and restaurant strategy promoting development of locally-owned retail, high-end dining, breweries, wineries, food carts, and contemporary shopping citywide.

**25.** Develop an entertainment and tourism strategy.

**26.** Enhance and promote unique downtown districts by working to increase housing, foot-traffic and investment

**27.** Regular review of cost-of-services studies OR General: Develop citywide streamlined process for rate and charges analysis/changes.

**28.** Creating our own rates and charges.

**29.** Complete Cybersecurity Framework.

**30.** Ensure financial data is integrated into long-term asset lifecycle modeling.

**31.** Implement the Records Management Program.

**32.** POLICY PFS 1.4 Facility and service planning coordination. Support coordination of public facility and service planning between departments within the City, and with other local and regional mutual aid partners, to improve efficiency and service delivery.

**33.** POLICY PFS 1.6 Coordination with system plans. Coordinate police and fire service and facility planning with other public infrastructure plans, such as the Water Master Plan and Transportation System Plan.

# Goal Focus Area
## ORGANIZATIONAL RESILIENCY

### Strategic Initiative

**34.** POLICY ED 2.6 Coordination of public facilities, utilities, and sector, and property owners to move employment land closer to development-ready status. Coordinate the type, design, timing, and location of public facilities, utilities, and services with other public agencies, utilities, the private sector, and property owners to move employment land closer to development-ready status.

**35.** POLICY LU 2.11 Regular review. Regularly review and modify the Comprehensive Plan, as necessary, to reflect updated land use processes and regulations, integrate best practices and the best available data, and improve service provision to the community.

**36.** POLICY LU 3.1 Implementation plan. Develop, maintain, and regularly update an implementation plan that includes measures carrying out the Comprehensive Plan in a flexible format that supports monitoring, progress tracking, and periodic updates.
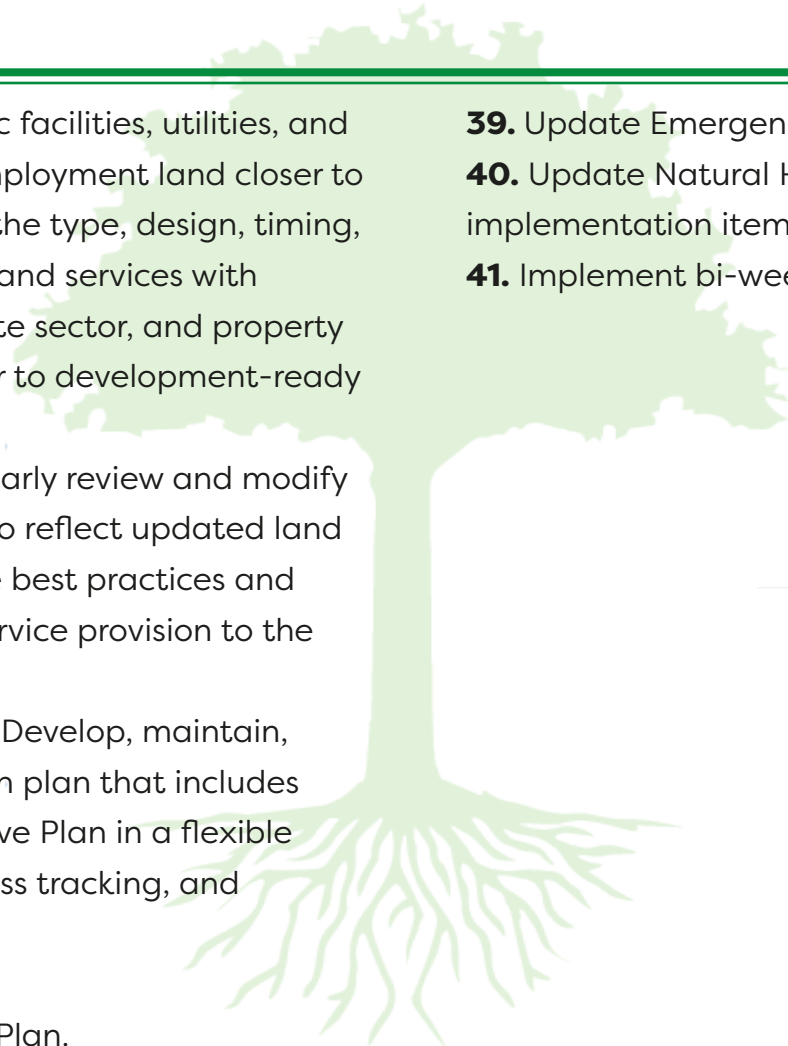
**37.** Implement SAFE Project.

**38.** Develop Community Wildfire Action Plan.

**39.** Update Emergency Operations Plan.

**40.** Update Natural Hazards Mitigation Plan and implementation items.

**41.** Implement bi-weekly payroll schedule.

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