

## Hillsboro 2020 Vision Implementation Committee 2001-2002

Monday, October 29, 2001

6:00 – 9:00 p.m.

Washington County Public Services Building Cafeteria

### Meeting #1 Summary

#### Members Present:

John Coulter, Chair  
Shirley Huffman, Vice Chair  
Mary Brown  
Steve Callaway  
John Godsey  
Barbara Hanson  
John Hartner  
Marilynn Helzerman  
Tim Huber  
Darell Lumaco  
Rick Van Beveren  
Diane Walton  
Tom Wolf

#### Elected Officials / Staff / Consultants:

Sarah Jo Chaplen, City of Hillsboro  
Sergeant Doug Ehrich, City of Hillsboro  
Rene Heade, City of Hillsboro  
Sergeant Megan Hewitt, City of Hillsboro  
Erik Jensen, City of Hillsboro  
Connie King, City of Hillsboro  
Lt. John Schmerber, City of Hillsboro  
Commander Sue Washburn, City of Hillsboro  
Steven Ames, Steven Ames Consulting  
Jason Robertson, Barney & Worth, Inc.  
Michele Neary, Barney & Worth, Inc.

#### **1. Welcome and Introductions**

John Coulter, VIC Chair, welcomed back returning members and introduced new VIC members John Godsey, representing the Hillsboro Chamber of Commerce, and Steven Callaway, representing the Hillsboro School District.

Jason Robertson facilitated an icebreaker exercise, to help VIC members “learn something new” about one another.

Coulter continued by summarizing the Vision Implementation Committee’s charge and its accomplishments during the first year of implementation. He said the first Lead Partner Survey revealed that 50 of the 114 actions were already underway or completed.

He noted all Hillsboro 2020 VIC products are created and tested through the following process: A) The Planning Team (VIC Chair, Consultants, and City staff) develops initial implementation materials; B) The Steering Committee refines these materials/forwards them to the VIC for final review and approval. The Planning Team is responsible for finalizing all documents and concepts before moving on to next steps.

#### **2. Proposed Activities and Timelines**

Robertson reviewed the Proposed 2001-2002 Schedule and Work Plan (handout). He said this year’s Lead Partner survey will be conducted earlier (January 2002). There will only be three VIC meetings this year, with the next two scheduled for February 20 and May 20, 2002. At the February meeting, the Committee will review survey results and prepare for the Town Hall (April, 2002). The Committee will prepare the final report for

the City Council earlier this year as well. At the May 2002 meeting, the Committee will discuss the results of the Town Hall and wrap up for the year.

### 3. **New Strategies and Actions**

Coulter said the VIC needed to determine how and when new strategies and actions would be considered for incorporation into the Vision and Action Plan, if at all. He asked the VIC to consider new actions first, reminding members that when the original list of strategies and actions was developed through an extensive public-oriented process. Committee suggestions and questions include:

#### **ACTIONS**

- We live in a very changed world since September 11. How will that impact the work the Committee has completed to date, and in addressing new concerns that citizens and the City might have? Public safety might be a higher priority.
- What is Hillsboro's local economy like, and what implications will that have for the implementation timeframe?
- Worksystems is responsible for an employer forum. The things that will come up as employers express their needs will be very different than six months ago. But the overall goal of making sure employers' needs are met is not different.
- The Vision is a working, living document. There should be some flexibility for new and different actions, and a way to discard or change existing actions.

**CONSENSUS:** The Committee agreed it should have a process for reviewing, and potentially adding new actions to the Vision and Action Plan.

Coulter shared a proposed process, as developed by the Planning Team, for reviewing new actions. Ideas and comments pertaining to the process included:

- This makes sense. The Committee needs to go through a structured process when considering new actions, with clear criteria for evaluating them.
- While we should be flexible in order to respond to community needs, the Committee should not add new actions on a whim. New actions must fit the entire Vision. What do we do if a newly proposed action seems to head in an entirely new direction? *RESPONSE:* See Criteria A, "Is consistent with the Hillsboro 2020 Vision." An action is just an extension of a current strategy – developing a new strategy would be a separate process.
- Although proposals for new actions would be received and reviewed in September, they would be tested at the Town Hall in April.
- If a proposed action doesn't meet the criteria, can it be rejected? *RESPONSE:* Process Step 4 states that a new action can be rejected.

- It may be that all existing actions are good, but some may need to be completed in a different sequence. *RESPONSE:* The Committee will review requests to change a timeline or a partner as part of its ongoing responsibility (Charge).
- To amend the wording of an existing action, would different criteria be established? *RESPONSE:* The Committee has a process for evaluating wording changes. The Committee consults with the Chair of the action team which developed the action to ensure the new wording meets the original intent.
- The Hillsboro 2020 Vision may attract people who want to attach their projects to the existing plan. It's a sign of success that people want to be involved.
- Is this process flexible enough to allow for rapid action based on unforeseen circumstances? *RESPONSE:* If an action is such an emergency that it needs to be developed immediately, maybe a 20-year vision isn't the appropriate place for the project/action. However, the VIC has the authority to take special action if necessary. Ultimately, all VIC actions will need Hillsboro City Council approval.
- Can a proposal can come from any quarter (individual / group / corporation)? *RESPONSE:* Yes.
- Will the VIC actively solicit ideas for new actions? When a good idea emerges, is it guided to the Hillsboro 2020 planning group? *RESPONSE:* As the Committee works through years 2 - 6, many actions will be completed or underway, and the Vision may need to incorporate some new actions. The Committee may need to be proactive in asking for agenda items. For the time being, the VIC is merely "receiving" new ideas.
- Have new strategies and actions been proposed, or is this discussion theoretical? *RESPONSE:* The City hasn't received any new strategies/actions proposals, but is aware of some groups who may be coming forward later.
- Will the community at large be informed of VIC activities? *RESPONSE:* Yes – a news release will be sent to every local and regional media entity. We also maintain an interested parties list to keep various interests apprised of upcoming meetings and to advertise the Town Hall meeting.
- The Committee needs to be able to respond with a process and schedule when people inquire about adding a new idea to the Vision. We need to decide how often action proposals will be reviewed and acted upon.

**CONSENSUS:** The VIC agreed to review and act on action proposals annually. Additional questions and comments regarding the process included:

- Is there a format for the submission of the idea? *RESPONSE:* A format will be developed if and when the City Council approves the general process.
- Would an action need to include a proposed lead partner for the action? *RESPONSE:* Preferably, although this would not be required initially.

- Are we assuming that most action submissions will come from inside the Hillsboro community? *RESPONSE:* A new action would need to deal with actions in the Hillsboro community, and support multiple community interests.
- What if there is no lead partner or the identified partner is unwilling? *RESPONSE:* The Committee will be a resource to help develop actions and identify lead partners.
- People tend to come forward with needs – are we challenging proposers to put the “need” into a true idea form? *RESPONSE:* A proposed action would need to identify proposed places, proposed funding – the same process the Visioning Task Force went through to develop actions. The Committee will be looking for that same information with new actions.
- Hillsboro City Council will still need to approve the review process. This proposal would go to Council as part of the final report in Fall 2002.
- If there are a lot of new actions, some will be well-organized, but some may perceive a need or idea without identifying how to move to the next step. Will proposers have access to someone to help in developing actions? *RESPONSE:* Yes.

**CONSENSUS:** The Committee adopted the action process as a recommendation to City Council as part of its Annual Progress Report.

## **STRATEGIES**

The VIC decided that the open, community-based nature of the Vision required it to review proposals for new strategies as well. Coulter shared a proposed process for reviewing new strategies, also developed by the Planning Team. He said, in considering whether to accept new strategies, the Committee must consider (1) public involvement, (2) funding, and (3) Committee workload needs/requirements.

Committee suggestions and questions include:

- The Committee should have a mechanism for accepting new strategies. I always thought that maybe after 5 or 7 years, we would go through another process like the original Vision process, depending on how things have changed. In 20 years, the community will definitely need new strategies. There will be things that come up within 20 years that we don't anticipate now.
- Is there enough flexibility in the current Vision? Is there a way to change the existing strategies? *RESPONSE:* Yes.
- The idea behind the strategies is that they would set the direction behind the vision, whereas the actions are the vehicles by which strategies are achieved.
- It isn't just a matter of accepting new strategies. The strategies as described are right for today's world, but maybe not for tomorrow. Can the VIC propose new strategies? *RESPONSE:* The ability to make changes is already in the

Committee's charge. The Committee would be required to forward any recommended changes to City Council.

- Incorporating successful new strategy proposals every five years may be too long – three years would be more appropriate. Five years from now, many current VIC members may have moved on. That will be a long time removed from the people who crafted the document and have some history with the process. I propose a three-year rather than five-year timeframe. *RESPONSE:* The Vision's implementation schedule is divided into 1-2, 3-5 and 6+ year time periods. After five years, in theory, many of the actions will be complete or underway, and this will have implications for the strategies. Are the strategies sufficiently addressed, achieved? If so, should we create new strategies? This seemed like a logical timeframe. Another thing we considered in recommending a five-year slot is that adopting new strategies will require a substantial public review, a costly endeavor in terms of money, time and effort.
- If you go to a three-year incorporation process, it seems redundant to also have an annual review process. *RESPONSE:* The annual review exists so people can submit ideas formally to the Committee every year. Waiting five years may lead to people to lose interest. Also, by reviewing proposals annually, the VIC may be able to help organizations further develop their proposals, get in touch with other entities who can assist them, and perhaps even determine that the newly proposed strategy is actually a series of actions that could be used to supplement an existing strategy.
- Will we start steps 3-10 of the process in 2005? *RESPONSE:* Those steps will be completed in the fifth year, and the process takes about one year. The VIC has to review the proposed strategy to ensure it meets the guidelines. Then it will have to air the proposal publicly – whether we use a community newsletter, speakers bureau, or another method. When a strategy is added, the Committee must ensure it is consistent with the community-based Vision.
- Will the Committee have to complete the review process in one year? *RESPONSE:* Yes.
- When a strategy is proposed and accepted, what is the process for hammering out the action steps? Will it be like the original Visioning process? *RESPONSE:* We envision a similar process – creating a subcommittee with appropriate expertise who can refine the strategy and prepare it for review by the Committee/City Council.
- By Year 5, the Vision will have many action items completed or underway. The Committee will need a year of reloading and ramping up. Can we compromise with a 4-year cycle? Is there an exceptions process? If something is really compelling, can this group work ahead of the 4-year schedule? *RESPONSE:* Yes, the Committee always has that latitude.
- An “emergency” strategy or action that is addressed initially in some other venue, may, in time, be incorporated into the Vision. Part of the VIC Charge is to recommend changes as necessary to the City Council. Also, some current

actions are already geared toward “continuing” some ongoing activity – i.e. School Resource Officers.

- What kind of public review would be necessary to adopt a new strategy? Maybe it doesn’t have to be as laborious as the initial public review process. Are there some other techniques that could be used, like the Internet, to involve more citizen participation, and not as many public meetings? *RESPONSE:* Utilizing the Internet is an interesting concept, and the Committee should be mindful of how to reach its audience/community. Whatever mechanisms will get us the most impact from the community should be used as a tool.
- The City of Hillsboro is already responsible for implementing nearly two-thirds of the actions, and supporting frequent public outreach programs represents yet another significant cost. It would be easier to shorten the incorporation timeline (frequency of testing new strategies with the public) if funding was provided from some other source.
- A four-year cycle works evenly into a 20-year timeframe. If a proposed strategy has merit, can we suggest in the Annual Progress Report that a strategy “will be implemented in 2004 or 2005” – if it has merit now, it will have merit 2-3 years from now, right? *RESPONSE:* The Committee would still have to complete the public process. However, we want people to know that we’re going to do something about what they’re proposing. An annual review process will look at new ideas and connect people with resources.
- It sounds as if the timeframe decision hinges most directly on the City’s ability to cover the public involvement costs. Would it be helpful to us to define this expense? I propose that the Committee approve this process, except for the timeframe, and ask the Steering Committee to define the public process costs. If the public process is not too expensive and we think it meets the mark, can the Committee then move to approve the timeframe? *RESPONSE:* Yes. But it’s important to recognize another impact: the time required of this Committee. Right now there are three VIC meetings per year. That will increase when we perform the strategy review process justice.

**CONSENSUS/VOTE:** The VIC voted to adopt the process for reviewing new strategies, but opted to make a decision on the timeline at the next meeting pending a discussion of public process requirements and expenses. It is recommended that the Planning Team develop a ballpark figure and prepare a brief report in consultation with the Steering Committee. The VIC also approved an addendum that section 3.E. of the proposed process be amended so actions are not required to be part of a newly proposed strategy. The current language will be changed to read: “May include one or more actions with pertinent information – partners, timeline, resources, etc.”

#### 4. Draft Lead Partner Survey

Robertson reviewed the draft lead partner survey, cover letter, and comprehensive list of implementation actions. The draft survey has changed slightly to get more specific information from Lead Partners. This year the survey will be made available electronically as well.

This year, the list of implementation actions will be organized by partner as well as chronological sequence. This should help lead partners quickly identify their individual action(s).

Committee suggestions and questions included:

- The letter still seems long, but the information here needs to be included and I'm not sure how we could shorten it. Any ideas: *RESPONSE*: Adding bold-type subheads might help break up sections.
- Is this the best time of year (December/January) to conduct the survey? The holidays are a difficult time to get a response from people. *RESPONSE*: A member of the planning committee will follow up with Lead Partners to remind them to complete the survey. Based on the overall schedule, there really isn't another option.

Coulter said VIC members would be able to refer suggested edits or changes to Jason anytime in November. (E-Mail: [jason@barneyandworth.com](mailto:jason@barneyandworth.com); Tel: (360) 753-1023)

## 5. **Town Hall Subcommittee**

Coulter said this year's Town Hall will be held in April, to allow the Committee time to complete its Annual Progress Report for City Council, and to avoid graduation schedules. The Town Hall subcommittee, chaired by Marilyn Helzerman, will identify a date and begin working out logistics in the coming weeks.

Helzerman circulated a sign-up sheet for volunteers to help and participate in planning meetings.

## 6. **VisionWest Update**

John Hartner gave the Committee an update on Washington County's VisionWest project:

- The Washington County Board of Commissioners has decided to do something similar to the Hillsboro 2020 Vision process, in terms of adopting a strategic plan. They have developed a number of action teams, some of them very similar to Hillsboro's work. Committees are meeting right now, and by the first of the year will be making recommendations to the Vision Action Network Board of Directors. The Board will help the committees to distill ideas down to three or four community-wide strategies.
- Washington County intends to develop a strategic collaboration between schools, public and private entities to achieve a focus on community issues. For example, if the County decides as a community to focus on the high school drop-out rate, there are factors beyond the number of kids completing high school to consider. Other benchmarks might include crime rates, economy, pregnancy rates, and other community health issues. This is only one example of the type of issue that Washington County is asking the community to focus on. If the County adopts additional community priorities, then available funds can be much more targeted.

- The Washington County process may have a number of things in common with the Hillsboro Visioning process, and the groups will work in tandem, as it can only add to the benefits for both communities.

**7. Public Comment**

No public comment was offered.

**8. Next Steps**

The Hillsboro 2020 Vision Implementation Committee's next meeting is scheduled for 6:00 to 8:00 PM Wednesday, February 20, 2001, in Washington County Public Services Building, Cafeteria.

The meeting was adjourned at 8:15 PM.